

U

403.3

A1

5M

Reference

RESIGNED Per DA Circular 3

310-32, May 72

Re: 65-0000

54-8 (TEST)

FM 54-8 (TEST)

DEPARTMENT OF THE ARMY FIELD MANUAL

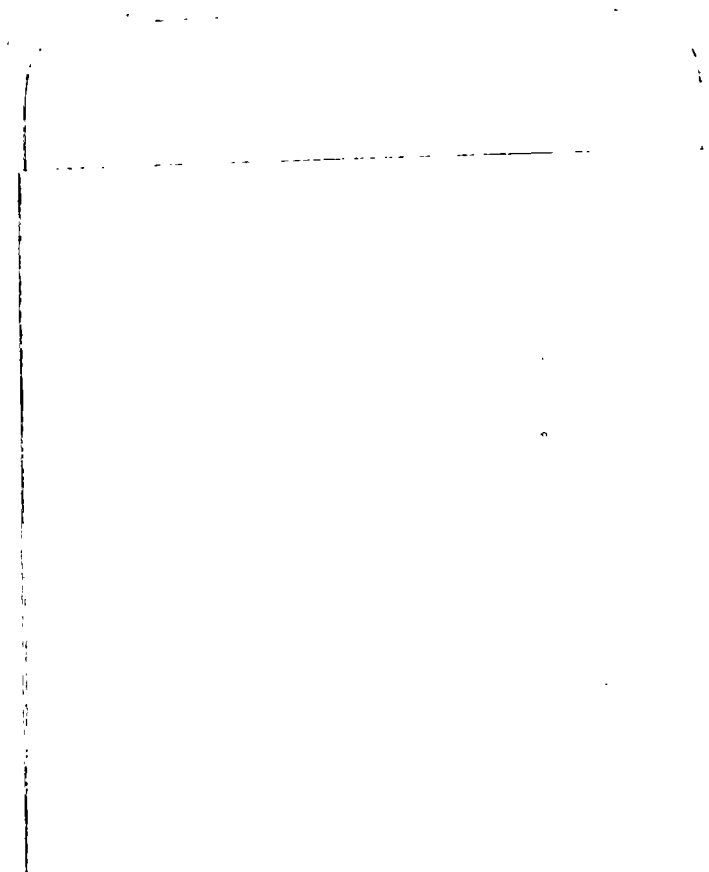
Chpt 18 S/S FM 29-6 Jun 68
and 29-54-7 Sep 68

THE ADMINISTRATIVE SUPPORT THEATER ARMY TASTA-70

THE ARMY LIBRARY
WASHINGTON, D. C.



HEADQUARTERS, DEPARTMENT OF THE ARMY
MARCH 1967



REFERENCE

FM 54-8 (TEST)

C 1

CHANGE }

No. 1 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 8 August 1967

THE ADMINISTRATIVE SUPPORT THEATER ARMY TASTA-70

FM 54-8 (Test), 20 March 1967, is changed as follows:

1. New pages 109 through 112 are furnished in accordance with DA Circular 310-41.
2. This transmittal sheet should be filed in the front of the publication for reference purposes.

By Order of the Secretary of the Army:

HAROLD K. JOHNSON,
General, United States Army,
Chief of Staff.

Official:

KENNETH G. WICKHAM,
Major General, United States Army,
The Adjutant General.

Distribution:

Active Army:

DCSPER (5)
ACSI (2)
DCSLOG (5)
DCSOPS (5)
ACSFOR (10)
USASA (5)
CORC (2)
CRD (2)
CINFO (1)
TIG (1)
TJAG (2)
TPMG (5)
TSG (5)
OPO (1)
CofEngrs (2)
CofCh (2)
USCONARC (20)
USAMC (25)
USAMICOM (10)
USAWECOM (10)
USAMUCOM (10)
USAECOM (10)
USACDC (25)
USACDC Agcy (10) except
USACDCJAA (20)
ARADCOM (10)
ARADCOM Rgn (5)
LOGCOMD (20)
OS Maj Comd (25)
Armies (OS) (25)
Third USA (50)
Fourth USA (40)
Fifth USA (80)
Sixth USA (50)
Corps (10)
Div (7)
Bde (5)
Regt/Gp (2)
Bn (2)
CC (5)
USALMC (10)
USAINTC (5)
USACDCCAG (20)
USACDCIAS (25)
USACDCCSSG (100)

USACDCEC (20)
USACDOIAS (25)
USASCC (10)
ICAF (10)
USAWC (20)
AFSC (25)
USACSS (2)
USAGS (15)
USAADS (20)
USAARMS (5)
USAAVNS (30)
USACHS (60)
USAIS (32)
USACAS (50)
USAINTS (100)
USAMPS (15)
USASWS (30)
USASCS (93)
USA Msl & Mun Cen & Sch (40)
USATSCH (45)
USASESCS (5)
USAMS (5)
USAWACS (50)
USAJAGS (10)
USASTC (2)
USMACV (5)
USARVN (50)
USAC (3)
MAAG (2)

Units organized under following TOE's:

1-252 (5)	41-201 (10)
5-201 (10)	54-12 (20)
5-111 (10)	54-22 (20)
8-111 (10)	54-302 (25)
8-112 (10)	54-312 (20)
9-22 (10)	54-402 (20)
10-202 (10)	54-422 (10)
10-292 (5)	55-2 (20)
12-111 (10)	55-4 (10)
12-112 (5)	55-12 (5)
19-262 (10)	55-112 (5)
29-102 (5)	55-201 (10)
29-502 (5)	55-202 (5)
29-512 (10)	

NG: None.

USAR: None.

For explanation of abbreviations used, see AR 320-50.

CHANGE

No. 1

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 8 August 1967

THE ADMINISTRATIVE SUPPORT THEATER ARMY TASTA-70

FM 54-8 (Test), 20 March 1967, is changed as follows:

1. New pages 109 through 112 are furnished in accordance with DA Circular 310-41.
2. This transmittal sheet should be filed in the front of the publication for reference purposes.

By Order of the Secretary of the Army:

HAROLD K. JOHNSON,
General, United States Army,
Chief of Staff.

Official:

KENNETH G. WICKHAM,
Major General, United States Army,
The Adjutant General.

Distribution:

Active Army:

DCSPER (5)
ACSI (2)
DCSLOG (5)
DCSOPS (5)
ACSFOR (10)
USASA (5)
CORC (2)
CRD (2)
CINFO (1)
TIG (1)
TJAG (2)
TPMG (5)
TSG (5)
OPO (1)
CofEngrs (2)
CofCh (2)
USCONARC (20)
USAMC (25)
USAMICOM (10)
USAWECOM (10)
USAMUCOM (10)
USAECOM (10)
USACDC (25)
USACDC Agcy (10) except
USACDCJAA (20)
ARADCOM (10)
ARADCOM Rgn (5)
LOGCOMD (20)
OS Maj Comd (25)
Armies (OS) (25)
Third USA (50)
Fourth USA (40)
Fifth USA (80)
Sixth USA (50)
Corps (10)
Div (7)
Bde (5)
Regt/Gp (2)
Bn (2)
CC (5)
USALMC (10)
USAINTC (5)
USACDCCAG (20)
USACDCIAS (25)
USACDCCSSG (100)

USACDCEC (20)
USACDOIAS (25)
USASCO (10)
ICAF (10)
USAWC (20)
AFSC (25)
USACSS (2)
USAGS (15)
USAADS (20)
USAARMS (5)
USAAVNS (30)
USACHS (60)
USAIS (32)
USACAS (50)
USAINTS (100)
USAMPS (15)
USASWS (30)
USASCS (93)
USA Msl & Mun Cen & Sch (40)
USATSCH (45)
USASESCS (5)
USAMS (5)
USAWACS (50)
USAJAGS (10)
USASTC (2)
USMACV (5)
USARVN (60)
USAC (3)
MAAG (2)

Units organized under following TOE's:

1-252 (5)	41-201 (10)
5-201 (10)	54-12 (20)
5-111 (10)	54-22 (20)
8-111 (10)	54-302 (25)
8-112 (10)	54-312 (20)
9-22 (10)	54-402 (20)
10-202 (10)	54-422 (10)
10-292 (5)	55-2 (20)
12-111 (10)	55-4 (10)
12-112 (5)	55-12 (5)
19-262 (10)	55-112 (5)
29-102 (5)	55-201 (10)
29-502 (5)	55-202 (5)
29-512 (10)	

NG: None.

USAR: None.

For explanation of abbreviations used, see AR 320-50.

FOREWORD

This manual is published to provide interim guidance to commanders, staff officers, and other personnel concerned with Combat Service Support under the TASTA-70 concept of organization and operation. Additional, more detailed guidance is contained in other test field manuals covering major combat service support subject areas. This information can be utilized to facilitate reorganization under the TASTA concept. Firm information on the organizational structure and composition of units will be as contained in TOEs when published. Although the basic TASTA-70 study has been approved by Department of the Army, detailed doctrine contained in this test field manual is under continuing development and review.

This test manual will be superseded, by FM 54-3, The Field Army Support Command, FM 54-6, The Area Support Command, and FM 54-7, The Theater Army Support Command.

FIELD MANUAL

No. 54-8 (TEST)

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 20 March 1967

THE ADMINISTRATIVE SUPPORT, THEATER ARMY (TASTA-70)

	Paragraphs	Page
PART ONE. GENERAL		
CHAPTER 1. GENERAL		
Section I. Introduction.....	1-1, 1-2	5
II. Purpose and Scope.....	1-3-1-5	5
III. Summary.....	1-6, 1-7	7
CHAPTER 2. THEATER ARMY ORGANIZATIONS		
Section I. Theater Army Structure.....	2-1-2-5	10
II. Field Army Support Command.....	2-6-2-9	11
III. Theater Army Support Command.....	2-10-2-18	12
CHAPTER 3. APPLICATION AND INTERFACE		
Section I. Application to Force Structures.....	3-1-3-10	18
II. Interface with CONUS.....	3-11-3-18	36
CHAPTER 4. COMBAT SERVICE SUPPORT DATA SYSTEM (CS₃)		
Section I. Approach and Application.....	4-1-4-4	46
II. Installation Plans.....	4-5-4-7	54
III. Interim ADP Systems for TASTA-70.....	4-8, 4-9	56
IV. Data Procedures.....	4-10-4-12	56
CHAPTER 5. REAR AREA PROTECTION		
Section I. General.....	5-1-5-4	58
II. Operational Concepts.....	5-5, 5-6	61
III. Principles of Rear Area Protection.....	5-7-5-16	62
IV. Control of Land Area.....	5-17-5-23	64
V. Command Policies.....	5-24-5-39	66
VI. Creating Forces for Rear Area Protection.....	5-40-5-47	70
VII. Command and Control.....	5-48-5-54	81
VIII. Operations.....	5-55-5-65	84
IX. Area Organization.....	5-66-5-71	88
X. Administration.....	5-72-5-79	91
XI. Organizations and Capabilities.....	5-80-5-90	94
XII. Areas under Development (To be published)		
CHAPTER 6. COMMUNICATIONS SUPPORT		
Section I. Introduction.....	6-1, 6-2	99
II. Theater Army Communications System.....	6-3-6-9	100
III. Theater Army Signal Organization.....	6-10, 6-11	103
IV. Field Army Communications System.....	6-12-6-16	106
V. Field Army Signal Organization.....	6-17-6-19	108
CHAPTER 7. MILITARY INTELLIGENCE SUPPORT	7-1-7-5	110
8. TROOP LISTS		
Section I. General.....	8-1-8-8	114
II. Support of a 12-Division Force.....	8-9-8-12	115
III. Support of an 8-Division Force.....	8-13-8-16	123
IV. Support of an Independent Corps.....	8-17-8-19	131
V. Support of an Independent Division.....	8-20-8-22	135

	Paragraphs	Page
PART TWO. FIELD ARMY SUPPORT COMMAND (FASCOM)		
CHAPTER 9. INTRODUCTION TO FASCOM		
Section I. General.....	9-1-9-3	139
II. Operational Concepts.....	9-4-9-8	141
III. Organizations and Capabilities.....	9-9-9-11	142
CHAPTER 10. HEADQUARTERS, FASCOM		
Section I. General.....	10-1-10-3	143
II. Operational Concepts.....	10-4-10-16	143
III. Organizations and Capabilities.....	10-17-10-21	150
CHAPTER 11. SUPPORT BRIGADES		
Section I. General.....	11-1-11-4	151
II. Headquarters, Support Brigade.....	11-5-11-7	153
III. Headquarters, Support Group.....	11-8-11-10	161
IV. Personnel and Administrative Support.....	11-11-11-15	163
V. Maintenance Services.....	11-16-11-20	170
VI. Transportation and Movements Services.....	11-21-11-24	181
VII. Military Police Services.....	11-25-11-27	185
VIII. Supply and Services.....	11-28-11-35	191
IX. Ammunition Service.....	11-36-11-47	218
X. Engineer Support.....	11-48-11-50	230
XI. Corps Support Command (COSCOM).....	11-51-11-55	238
CHAPTER 12. CIVIL AFFAIRS BRIGADE		
Section I. General.....	12-1-12-3	240
II. Operational Concepts.....	12-4-12-11	242
CHAPTER 13. MEDICAL BRIGADE		
Section I. General.....	13-1-13-3	246
II. Operational Concepts.....	13-4-13-11	248
III. Organizations and Capabilities.....	13-12-13-26	249
CHAPTER 14. MILITARY POLICE BRIGADE		
Section I. General.....	14-1-14-3	258
II. Operational Concepts.....	14-4-14-15	260
III. Organizations and Capabilities.....	14-16-14-24	261
CHAPTER 15. TRANSPORTATION BRIGADE		
Section I. General.....	15-1-15-3	266
II. Operational Concepts.....	15-4-15-9	268
III. Organizations and Capabilities.....	15-10-15-15	272
PART THREE. THEATER ARMY SUPPORT COMMAND (TASCOM)		
CHAPTER 16. INTRODUCTION		
Section I. General.....	16-1-16-3	279
II. Operational Concepts.....	16-4-16-9	280
III. Organizations and Capabilities.....	16-10-16-16	282
IV. Civil Affairs Command.....	16-17	285
CHAPTER 17. HEADQUARTERS, TASCOM		
Section I. General.....	17-1-17-3	286
II. Operational Concepts.....	17-4-17-16	287
III. Organizations and Capabilities.....	17-17-17-21	291
CHAPTER 18. PERSONNEL COMMAND		
Section I. General.....	18-1-18-3	292
II. Operational Concepts.....	18-4-18-15	293
III. Organizations and Capabilities.....	18-16-18-35	297

	Paragraphs	Page
CHAPTER 19. MEDICAL COMMAND		
Section I. General	19-1—19-3	312
II. Operational Concepts	19-4—19-17	314
III. Organizations and Capabilities	19-18—19-37	318
CHAPTER 20. TRANSPORTATION COMMAND		
Section I. General	20-1—20-3	331
II. Operational Concepts	20-4—20-12	332
III. Organizations and Capabilities	20-13—20-20	337
CHAPTER 21. SUPPLY AND MAINTENANCE COMMAND		
Section I. General	21-1—21-3	349
II. Operational Concepts	21-4—21-14	350
III. Organizations and Capabilities	21-15—21-19	382
CHAPTER 22. ENGINEER COMMAND		
Section I. General	22-1—22-3	411
II. Operational Concepts	22-4—22-12	413
III. Organizations and Capabilities	22-13—22-28	416
PART FOUR. AREA SUPPORT COMMAND (ASCOM)		
CHAPTER 23. AREA SUPPORT COMMAND		
Section I. General	23-1—23-3	423
II. Headquarters, ASCOM	23-4, 23-5	425
III. Automatic Data Processing Unit	23-6, 23-7	433
IV. Maintenance Management Detachment	23-8—23-10	434
V. Personnel and Administration Battalion	23-11—23-15	434
VI. Signal Operations Company, Medium Headquarters	23-16	438
VII. Explosive Ordnance Disposal	23-17—23-22	439
CHAPTER 24. MILITARY INTELLIGENCE GROUP, SECURITY		
Section I. General	24-1, 24-2	442
II. Headquarters, Military Intelligence Group Security	24-3, 24-4	443
III. Military Intelligence Detachment, CRF	24-5, 24-6	446
IV. Military Intelligence Detachment, Security	24-7, 24-8	447
V. Personnel and Equipment	24-9—24-11	448
CHAPTER 25. CIVIL AFFAIRS BRIGADE		
Section I. General	25-1—25-3	450
II. Operational Concepts	25-4—25-7	452
III. Organizations and Capabilities	25-8—25-12	455
CHAPTER 26. MILITARY POLICE BRIGADE		
Section I. General	26-1—26-3	458
II. Operational Concepts	26-4—26-7	459
III. Organizations and Capabilities	26-8—26-16	464
CHAPTER 27. AREA SUPPORT GROUP		
Section I. General	27-1—27-3	470
II. Headquarters, Area Support Group	27-4—27-6	472
III. Personnel Services	27-7—27-9	477
IV. Maintenance Services	27-10—27-12	481
V. Transportation Services	27-13—27-15	485
VI. Supply and Services	27-16—27-18	486
VII. Installation Support	27-19—27-21	491
VIII. Military Police Support	27-22—27-24	495
IX. Other Support Services	27-25—27-29	499

PART ONE

GENERAL

CHAPTER 1

GENERAL

Section I. INTRODUCTION

1-1. Administrative

Readers of this manual are encouraged to submit comments and recommendations for changes that will improve the clarity, accuracy, and completeness of the manual. Comments should be constructive in nature, and reasons should be provided to support all recommendations, to insure understanding and to provide valid bases for evaluation. Each comment should be keyed to a specific page, paragraph, and line of the text. Comments should be forwarded direct to the Commanding General, USACDC Institute of Combined Arms And Support, Fort Leavenworth, Kan., 66027. An information copy of recommendations that propose changes to approved Army doctrine may be sent, through command channels, to the Com-

manding General, U.S. Army Combat Developments Command, Fort Belvoir, Va., 23801.

1-2. Definition

The term "combat service support" as used throughout this manual is synonymous with the term "administrative support." Combat service support encompasses all logistical and administrative support services performed in the theater of operations, including those performed by units which have dual combat support—combat service support missions. Rear area security and area damage control doctrine is included in this study since successful performance of these activities is essential to effective combat service support.

Section II. PURPOSE AND SCOPE

1-3. Purpose

This manual provides information on the overall combat service support system, including operational concepts and organizations, for a theater of operations.

1-4. Scope

The manual describes the organization and employment of combat service support units in both the combat zone and the communications zone. It ranges from company and battalion level to major mission commands and major

headquarters. The system is designed to be sufficiently flexible so as to be readily tailorable to support a wide variety of combat forces ranging from an independent division operating under conditions of low- and mid-intensity conflict to a full scale 12-division force in a general war.

1-5. Combat Service Support Principles

a. TASTA-70 is based upon a group of principles which have been selected and developed to provide an organizational and operational system designed to insure the maximum degree of responsiveness, efficiency and economy in

providing combat service support. These principles are stated in the following paragraphs.

b. The potential capabilities of automatic data processing equipment has been recognized. The combat service support system is based to a high degree on the employment of automatic data processing equipment (modern, up-to-date high capacity, digital computers and high speed terminal input/output devices linked together by a high capacity and reliable communications system), to increase the responsiveness to user requirements and management needs and to speed up data processing.

c. Management by exception is the policy and is possible through the extensive utilization of summary reports and printouts of the ADPE located at the various headquarters and commands. These summary reports and printouts indicate trends or situations which require direct intervention only to assure efficient, timely and economical combat service support operations.

d. Routine management is conducted by functional control centers attached to major headquarters. These control centers operate under the direct control of appropriate general staff sections of the headquarters.

e. Supply and maintenance are fully functionalized in both the field army and communications zone.

f. Repair parts at the direct support level are provided to users through maintenance organizations. This is frequently accomplished when direct support maintenance teams perform scheduled or on-call, on-site maintenance on user equipment.

g. The supply system stores the bulk (approx 70 percent) of its stocks in COMMZ rear depots and emphasizes a policy of throughput shipments to the farthest practical point forward into the field army. Forward depots are storage sites for reserve or emergency stocks.

h. Supplies are scheduled to users by supply activities to the extent feasible. This applies principally to supplies that are used at a uniform and predictable rate such as Class I and Class III.

i. Repair parts are an air shipment priority

to the greatest practical extent to improve the materiel readiness posture and to reduce forward stockage lists.

j. Theater army supply levels are established at 45 days with 10 days in the field army and 35 days in the COMMZ. Exceptions, such as repair parts stockage are necessary in such a policy and are stated in the study where appropriate.

k. Airlift is essential to the theater and includes shipments of dry cargo (less conventional ammunition and major end items). For planning purposes intertheater airlift moves five percent of this cargo. Within the theater, intratheater airlift moves a total of 12.5 percent of these items (including the 5 percent delivered into the theater) into the field army. Army and Air Force aviation units transport 12.5 percent of the total dry cargo requirements (less major end items) from the army service area and corps area forward to support brigades and division support commands. Air Force fixed wing aircraft transport this cargo as far forward as possible (possibly to division support commands) and Army helicopters complete delivery to final destination. When warranted and when within range of the Army helicopters, delivery from field army or corps service area to corps support brigades or to using units within the division will be by Army helicopter units thus avoiding the transfer of cargo from fixed wing to rotary wing aircraft. Surface lift is utilized for the movement of all remaining cargo.

l. The company generally is the basic unit of TASTA-70. There are no fixed organizations above this level except for certain medical organizations. Companies are self-sufficient in that they provide organizational maintenance, mess and administration. Companies can provide platoon or small elements to support units for short periods of time. Detachments and teams of the TOE 500-series are reduced in numbers. Provision is made for attachment of these organizations to larger units for company level administrative support.

m. The special staff sections of all major headquarters have been integrated into general staff sections. The personal staff includes the staff judge advocate, the inspector general and the information officer.

n. Staff organizations as described in FM 101-5 are the basis of TASTA-70 staffs. Combination of G2 and G3 sections and expansion of the G4 section results from the workload required in the several sections and integration of special staff elements into the general staff.

o. Personnel recording keeping is minimized at unit level and will generally be centralized at personnel service centers (a functional control center) at support brigade, area support command and personnel command levels.

p. Medical support is based on a 60-day evacuation policy.

q. Rear area security and area damage control are responsibilities of the FASCOM commander for the army service area and the area support command commander for the COMMZ. Responsible headquarters maintain close monitoring of RAS/ADC operations to assure an orderly, effective and timely escalation from the use of organic combat service support to com-

bat troops as the primary reaction force to counter enemy guerrilla activities.

r. Flexibility in combat service support organization is essential to support independent corps, divisions and brigades. A corps support brigade, with its assigned functional control centers, supply, maintenance, personnel, military police and transportation units provides the basic combat service support organization for tailoring support forces.

s. Headquarters structures and command echelons are normally based upon brigades (or commands) commanding battalions.

t. Units are organized to function, to the maximum degree, in either the combat zone or the communications zone.

u. The span of control of battalion and higher headquarters is up to eight subordinate units. Commands, with higher staffing, supervise additional units without interposing administrative headquarters.

Section III. SUMMARY

1-6. General

During the past several years many studies have been conducted relative to modernization of the Army's combat service support structure. These studies varied greatly in concept and time frame but all had certain fundamental objectives. The objectives are identified, generally, as follows:

a. To reduce the span of control of the force commander, particularly in the area of combat service support. This would enable the force commander to concentrate on his primary mission of tactical operations.

b. To simplify the combat service support system with a view toward obtaining greater responsiveness to user requirements.

c. To provide clear-cut command lines and an optimum degree of standardization in combat service support organizations.

d. To provide a combat service support organization capable of being "tailored" to varying force structures and environments.

1-7. TASTA Study

Concepts developed in the TASTA study encompass combat service support in both the combat zone and the communications zone. The study attains the fundamental objectives, stated above, and possesses the following salient features:

a. General.

- (1) A reduction in staff elements within headquarters units by elimination of special staff sections and integration of appropriate specialist personnel and functions into the general staff. Personal staff officers include information, inspector general and judge advocate general.
- (2) Standardization of a "type" combat service support coordinating staff for employment at brigade and higher command levels.
- (3) Maximum use of all sources of local labor to include paramilitary security forces.

- (4) Increased use of automatic data processing equipment.
- (5) A clearly defined chain of command for combat service support.
- (6) Extensive use of unitization and throughput.
- (7) Combat service support units which, beginning at the company level, can be tailored to provide combat service support to varying sized force structures.
- (8) Provision of rear area security and damage control doctrine.
- (9) Provision of six complete and detailed troop lists for varying sized forces.
- (10) Reduction of headquarters by increasing the span of control and elimination

of headquarters bypassed because of extensive automatic data processing system utilization.

b. Within the Field Army.

- (1) A combat service support system which provides for an orderly transition from COSTAR organizations and procedures.
- (2) Provision of automatic data processing equipment to the corps support brigade level, thereby increasing responsiveness and enhancing separate and independent corps operations.
- (3) Reduction in the headquarters structures.
- (4) Organization of a support group headquarters to command both direct and

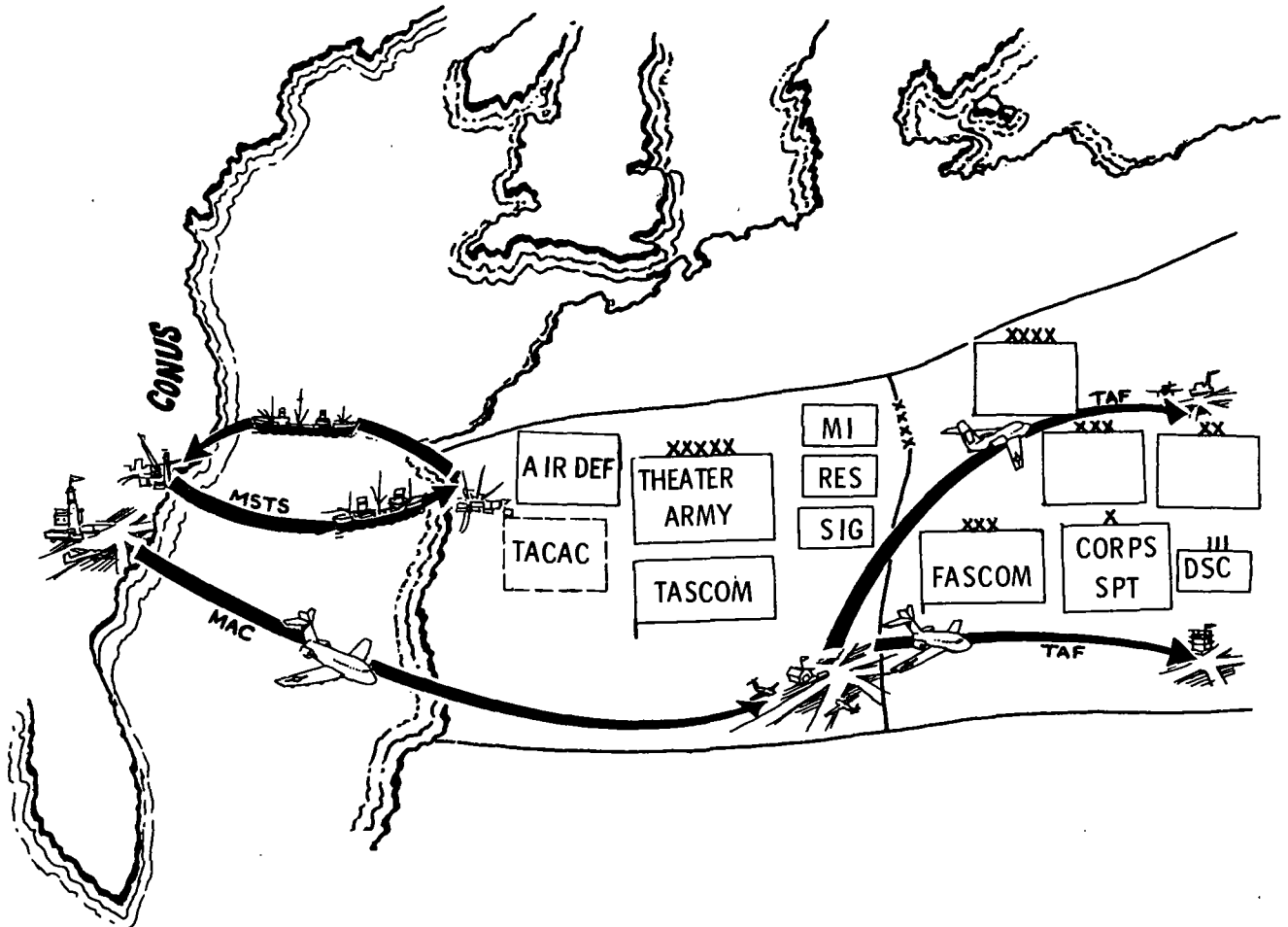


Figure 1-1. Combat Service Support, Theater of Operations.

general support supply, maintenance, and service units.

(5) Elimination of the army-wide ammunition service and inclusion of ammunition units in corps support brigades.

(6) Modification of army-wide military police and transportation services by assignment of forward battalions to corps support brigades.

(7) Provision of personnel and administration battalions to provide personnel services on an area basis to all non-divisional units.

c. Within the Communications Zone.

(1) A Theater Army Support Command (TASCOM) headquarters.

(2) A communications zone which is not divided on a geographical basis.

(3) Six functional commands which perform all operational functions in the communications zone.

(4) A support system organized to perform throughout on a routine basis.

(5) A support system which effectively bridges the gap between the COSTAR functional combat service support system in the combat zone and the commodity organization in CONUS. (fig. 1-1)

CHAPTER 2

THEATER ARMY ORGANIZATIONS

Section I. THEATER ARMY STRUCTURE

2-1. Theater Army Organization

The basic elements of a theater army command are described in figure 2-1. The field army and theater army support commands are on the same command level. The commanders of both of these organizations are assigned all of the combat service support means needed to perform their mission in the combat and communications zones, subject to policy guidance and directives of the theater army commander.

2-2. Headquarters, Theater Army

The overall control of combat service support operations is retained at theater army level to assure uniformity of the support effort within the combat and communications zones. Control is applied through promulgation of appropriate policies, mission directives, broad planning and program guidance, allocations,

and priorities for the accomplishment of the theater army mission. Authority and responsibility for implementing and accomplishing the foregoing is normally delegated by Headquarters, Theater Army to the TASCOT and FASCOM for their respective missions. This includes the delegation of authority and responsibility to TASCOT for throughput shipments originating in the TASCOT area.

2-3. Theater Army Signal Command

This command extends communications from the theater rear boundary, where access to the defense communications system (worldwide) is available, into army group and field army areas where communications access points are established in the form of area communications centers. It also provides a command and area oriented system within COMMZ.

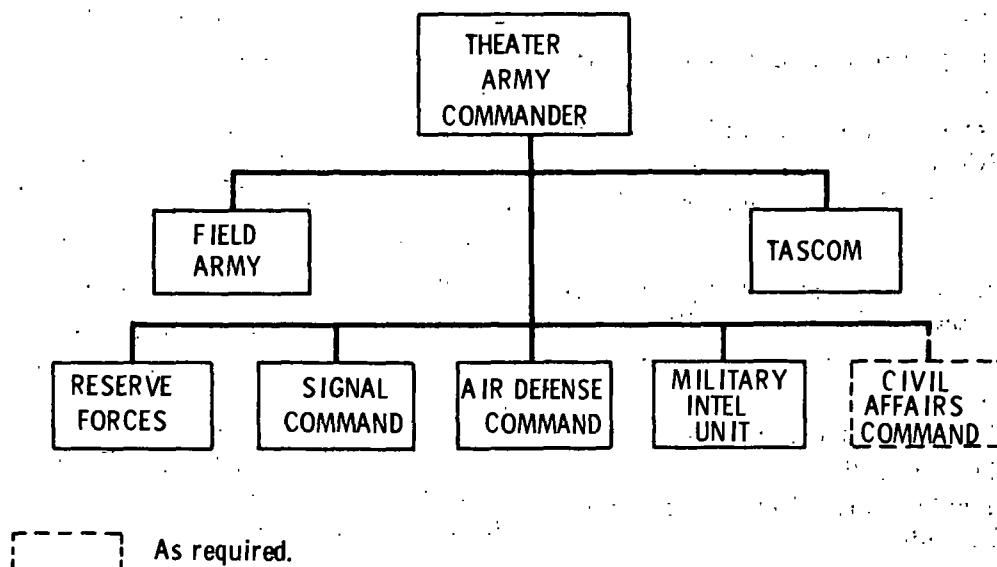


Figure 2-1. Theater Army Structure.

2-4. Military Intelligence Support

Military intelligence units are assigned to theater army and the communications zone. Overall direction of the intelligence effort, including technical intelligence, is retained at theater army level.

2-5. Other Major Army Units

Theater Army Air Defense Command, Army Security Agency and Theater Army Reserve Forces located in or passing through the communications zone are representative of forces requiring combat service support.

Section II. FIELD ARMY SUPPORT COMMAND

2-6. Mission

The Field Army Support Command provides, within assigned responsibilities, combat service support to a field army (or other supported forces). It is also responsible for rear area security and area damage control for the field army service area.

2-7. Functions

The Field Army Support Command performs the following functions: administration, civil affairs, maintenance, medical service, legal services, finance services, military police service, movements, personnel services, field services, supply, and transportation.

2-8. Organization

The Field Army Support Command supporting an eight division field army is composed of the following: (fig. 2-2).

a. Headquarters, FASCOM and attached functional units—

- (1) Inventory Control Company (FASCOM).
- (2) Maintenance Management Detachment (FASCOM).
- (3) Movements Control Company (FASCOM).

b. Headquarters, Corps and Army Support Brigades and attached functional units—

- (1) Stock Control Company (Support Brigade).
- (2) Maintenance Management Detachment (Support Brigade).
- (3) Movements Control Detachment (Support Brigade).
- (4) Personnel and Administration Battalion.

c. Ammunition Group.

d. Headquarters, Support Group and types of attached units, as required—

- (1) Petroleum Battalion.
- (2) Aircraft Maintenance Battalion.
- (3) Transportation Motor Transport Battalion.
- (4) Military Police Battalion.
- (5) Supply and Service Battalion.
- (6) Direct Support Maintenance Battalion.
- (7) General Support Maintenance Battalion.
- (8) Real Estate, Utilities and Firefighting Teams.

e. Civil Affairs Brigade.

f. Medical Brigade.

g. Military Police Brigade.

h. Transportation Brigade.

2-9. Relationship in the Field Army

The field army structure consists of the following major units which have significant impact on combat service support:

a. Corps. Corps headquarters directs the tactical operations of four divisions and nondivisional corps troops. Combat service support is provided by the Field Army Support Command.

b. Division. The division is a combined arms organization consisting of combat, combat support and combat service support units. Direct support combat service support is provided by the Division Support Command. Backup direct support and general support are furnished by the Field Army Support Command.

c. Separate Brigades. Separate brigades are combined arms organizations consisting of com-

bat, combat support and combat service support units. Direct support combat service support is provided by the Brigade Support Battalion. Backup direct support and general support are furnished by the Field Army Support Command.

d. Army and Corps Engineer Brigades. Combat Support and construction support within the field army are provided by engineer brigades assigned to field army and corps. Combat service support is provided to these brigades by the Field Army Support Command.

e. Army Signal Brigade. Field army communications support is provided by the opera-

tional signal units assigned and attached to the Signal Brigade, Field Army. Combat service support is furnished by the Field Army Support Command.

f. Military Intelligence Battalion. Military intelligence functions, including technical intelligence activities, are performed by the Military Intelligence Battalion of the field army. Combat service support is provided by the Field Army Support Command.

g. Other Major Units. Corps and army artillery, air defense units, and other combat and combat support units are supported by the Field Army Support Command.

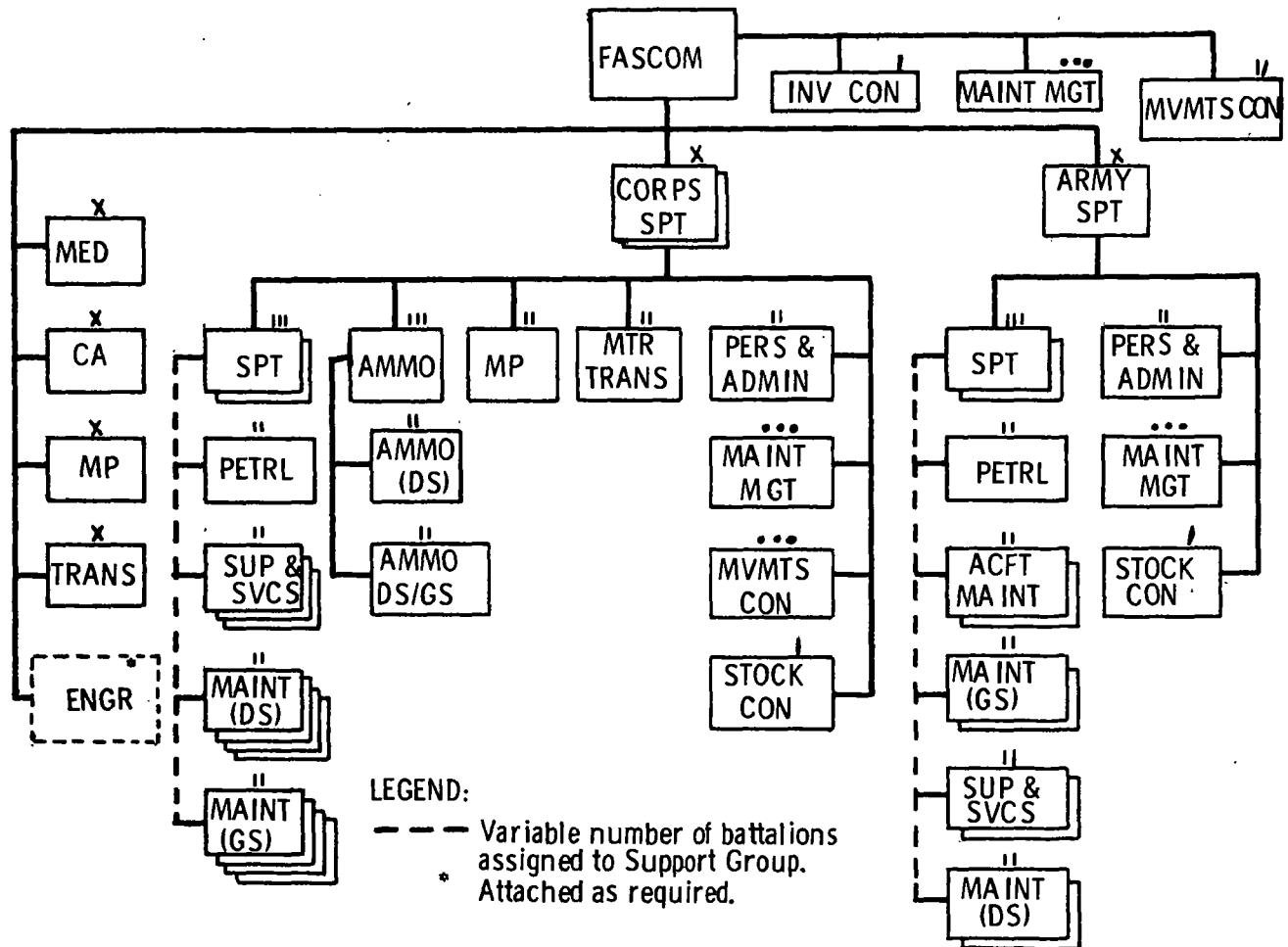


Figure 2-2. FASCOM supporting an 8-division force.

Section III. THEATER ARMY SUPPORT COMMAND

2-10. Mission

The Theater Army Support Command (TASCOM) provides combat service support to army

forces in a theater of operations and to other forces as designated. Services provided include general support to the field army, direct and

general support to the communications zone, and rear area security and area damage control within the communications zone.

2-11. Functions

Combat Service support functions performed by the Theater Army Support Command include administration, civil affairs, construction, maintenance, medical, legal, finance, military police, movements, personnel, supply and transportation, and field services.

2-12. Organization

A Theater Army Support Command supporting an eight division field army is composed of the following major units (fig. 2-3).

- a. Headquarters, TASC.
- b. Area Support Command.
- c. Engineer Command.
- d. Medical Command.
- e. Personnel Command.
- f. Supply and Maintenance Command.
- g. Transportation Command.

2-13. Relationship in Theater Army

The theater army structure consists of the following major units which have a significant impact on combat service support:

a. *Field Army.* The field army is a combined arms organization consisting of combat, combat support and combat service support units. The Field Army Support Command provides direct and general support combat service support to the field army. The Theater Army Support Command provides backup general support to the field army.

b. *Theater Army Signal Command (TASC).* TASC extends communications from the theater rear boundary, where access to the defense communications system is available, into army group and field army areas where communications access points are established in the form of area communications centers. TASC provides a command and area-oriented system within the communications zone. Signal units of the Theater Army Signal Command are at-

tached to major headquarters and area-oriented units of the TASC. TASC provides direct and general support combat service support to the TASC.

c. *Theater Army Civil Affairs Command.* This command may be established, when determined necessary by the theater army commander, to formulate plans, procedures and programs for the conduct of civil affairs operations in conformity with the plans, directives and policies provided by the theater army commander or higher authority. Normally, civil affairs organizations are assigned to the Field Army Support Command and Theater Army Support Command. The TASC provides both direct and general support combat service support to civil affairs organizations.

d. *Theater Army Military Intelligence Group.* When utilized, this group assists in performing military intelligence activities for which the theater army headquarters normally retains centralized control. Such activities include overall direction of the intelligence effort including technical intelligence. Both the field army and the TASC are assigned military intelligence units. The TASC provides direct and general support combat service support to military intelligence units.

e. *Other Major Units.* Theater Army Air Defense Command, Theater Army Reserve Forces, Army Security Agency units and other units, other services, allied military forces and local governments and populations are provided combat service support by the TASC as directed by the theater army commander.

2-14. The Nature of the Communications Zone

a. A combat force deployed overseas is supported from two main areas. First, an area outside of the theater of operations (CONUS, offshore base) and second, that portion of the theater established and organized to provide immediate support, i.e., line of communications, terminals, facilities for supply and evacuation. From these bases are provided manpower and materiel to satisfy the needs of the combat force.

b. Where the terrain occupied by the combat force (combat zone) encompasses that area

which later will become the theater base, non-organic support type units committed in the area are controlled by the tactical commander of the combat force or his organic support commander (fig. 2-4). When it becomes infeasible for the tactical commander to control the base, the communications zone comes into being, regardless of the size of the combat force involved. A typical example of a field army engaged in the combat zone is shown in figure 2-5. However, it is conceivable in the time frame of this study that a corps, division or brigade may be aggressive and mobile enough, in certain situations, to advance a sufficient distance to cause the separation. Irrespective of the size combat force concerned, the supporting nonorganic supply and service units will remain in place and become elements of the TASCOM when separation of a theater into a combat zone and a communications zone occurs. Newly arrived service support units of these types, phased in as a part of a force buildup, will be assigned to the combat force as replacements and will serve as the nucleus for subsequent formation of the FASCOM. This procedure will be both feasible and practicable since TASTA-70 supply and service units are structured for employment in either the combat or communications zones.

c. Out of this separation, the combat zone retains its image as a self-administering entity with both the means for conducting and supporting combat operations. This includes the control of limited manpower and materiel reserves to withstand temporary interruptions in support received from the theater base. In addition, it is a clearly defined geographical area, both laterally and in depth, the dimensions of which are governed by the combat mission and influenced by the range of weapons and the requirements for disposition of forces and maneuver space.

d. The COMMZ has the sole purpose of supporting the combat zone. The region it occupies has little significance other than depth. This region is essentially a time and distance void between the combat force and its sources of manpower and materiel replenishment.

e. The lines of communications extend from the CONUS across the COMMZ to reach the

fighting man. Supporting facilities are operated in the communications zone to compensate for limitations affecting the lines of communication. In developing the size and organization of these vital functions, many factors are considered. One very essential factor is the depth of the theater. As the combat zone displaces forward and the depth of the COMMZ expands, either the lines of communication or the supporting functions, or both, must be augmented to maintain a constant level of support.

2-15. The Mission of the Communications Zone

a. Combat service support in a theater of operations is directed towards clearly defined and attainable objectives. It is provided in the manner best suited to assure success to the theater army missions, in priority for accomplishment.

b. The combat service support organization is capable of shifting its emphasis alignment to intensify support along the perpendicular axis of the decisive action and to reinforce this axis when the combat forces advance.

2-16. Unity of Command in the Communications Zone

a. The Theater Commander is the overall commander. He alone controls all of the means within the theater for combat, combat support, and combat service support, and directs them towards a common goal.

b. TASTA-70 functionally organizes the COMMZ by assigning parallel tasks, which are mutually supporting, to its mission commands. An essential feature of this concept is that it does not interpose sectional commands which are cross-compartments laid across the perpendicular axes of the mission services.

2-17. Security in the Communications Zone

a. The materiel for war is subject to pilferage, sabotage and destruction from the time of production until the time it is expended in combat. The degree of risk involved is contingent upon the capabilities of the enemy or his sympathizers to apply force against the zone of the interior, the sea and airbases, and the theater base. The degree to which the total

risk is accepted or rejected determines the nature and size of the security effort.

b. The necessity to protect extended lines of communications must be evaluated in terms of manpower costs and the materiel required for combat. The security effort is, therefore, limited to those portions or aspects of the region which must be controlled or defended to assure accomplishment of the combat service support mission. Within friendly countries, it is conceivable that rear area security (excluding counterintelligence and criminal investigation) may be restricted to the immediate facilities occupied by rear area forces. Within hostile countries, on the other hand, it may be necessary to fully master the entire tract to secure essential operations against interference.

c. The TASCOM commander is responsible for rear area security within the COMMZ. For this mission he may have assigned mobile security units, military police units, indigenous paramilitary units, or combat troop units, depending upon the environment. Combat service support units actively defend themselves against sabotage and local attack by enemy forces. Emphasis is placed on passive defense against enemy nuclear and CB attack. This is facilitated in this concept by the use of scheduled movement of materiel from the theater base to the combat zone which aids dispersion. Defense against attack by major enemy military or paramilitary ground forces is part of the tactical battle. This mission will be assigned to a tactical command and not to the COMMZ.

2-18. Reorientation of the COMMZ

a. In TASTA-70, the region occupied by the

communications zone is regarded as essentially a time and distance void between the combat force and its sources of manpower and materiel replenishment. The support activities are dispersed laterally, as well as in depth, for passive defense and to take advantage of terrain and existing transportation nets, but their fundamental orientation is always perpendicular to the combat zone (fig. 2-6).

b. The COMMZ is organized into six separate commands. Five of these (the personnel, supply and maintenance, engineer, transportation, and medical services) are the "mission" commands which directly support combat operations. To perform these missions, these commands echelon or align themselves along perpendicular axes joining the theater base and the combat zone.

c. The sixth command, Area Support Command, is established for control of subordinate units which furnish direct support to the COMMZ. These units primarily support the "mission" commands, and are organized and oriented along the perpendicular axes to conform to the needs of the "mission" commands.

d. This TASCOM organization is tailorable to any size theater. In a small functionally organized theater, combat service support groups may constitute the TASCOM subordinate commands. As the theater expands, the commands enlarge; and on a large land mass or in a theater such as the Pacific, the COMMZ may require division. However, the basic organization of the functional commands remains unchanged.

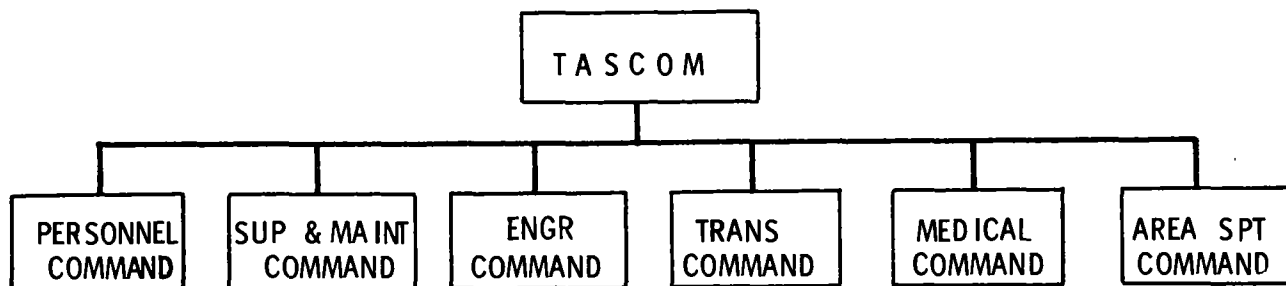


Figure 2-3. Theater Army Support Command.

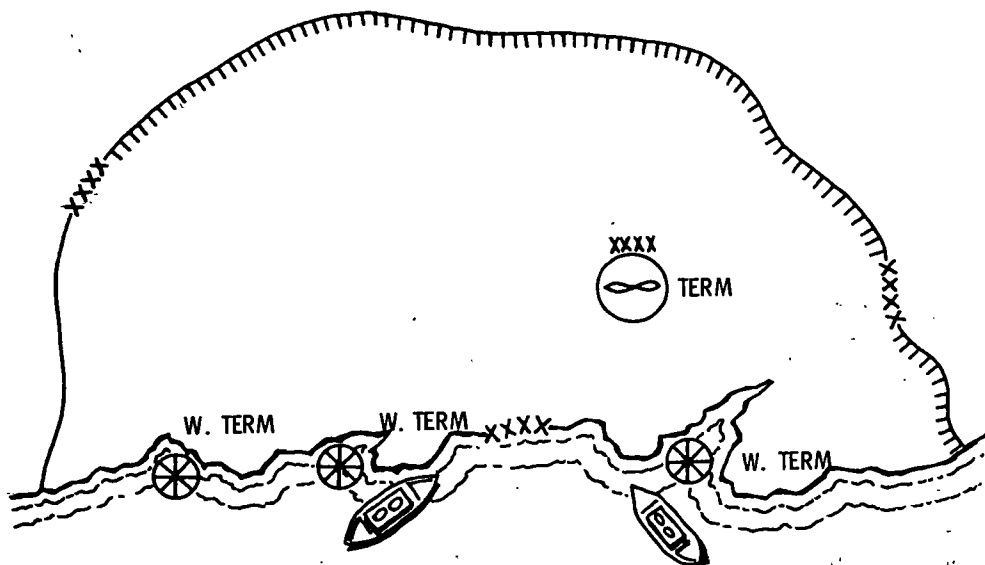


Figure 2-4. Theater base:

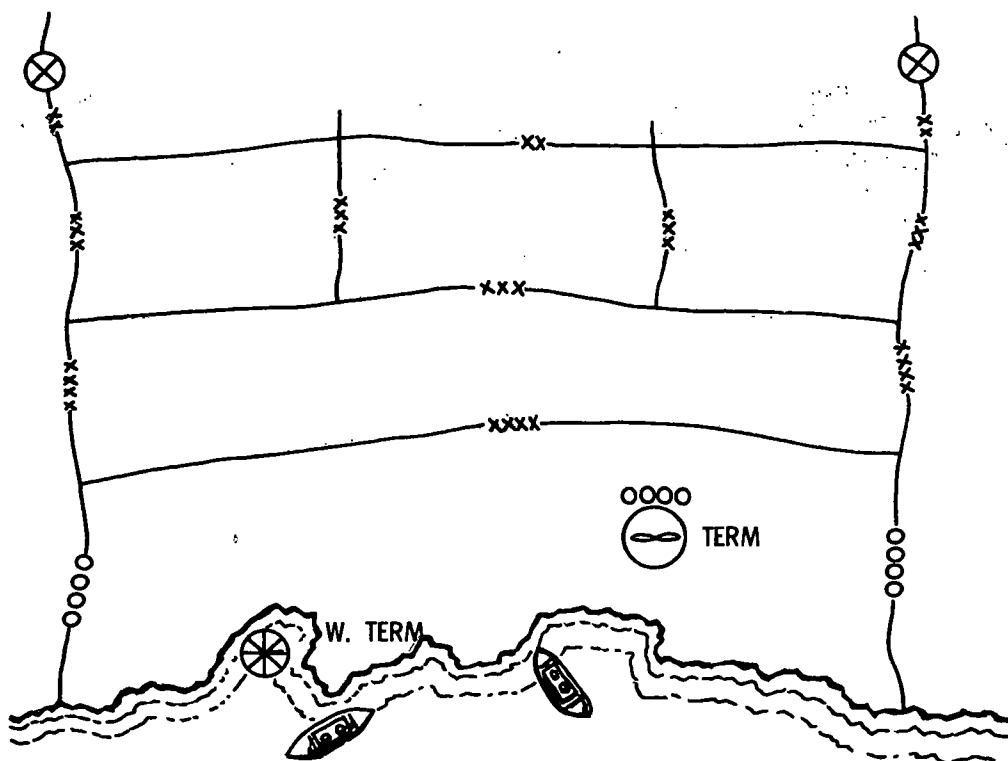


Figure 2-5. Separation of field army and theater base.

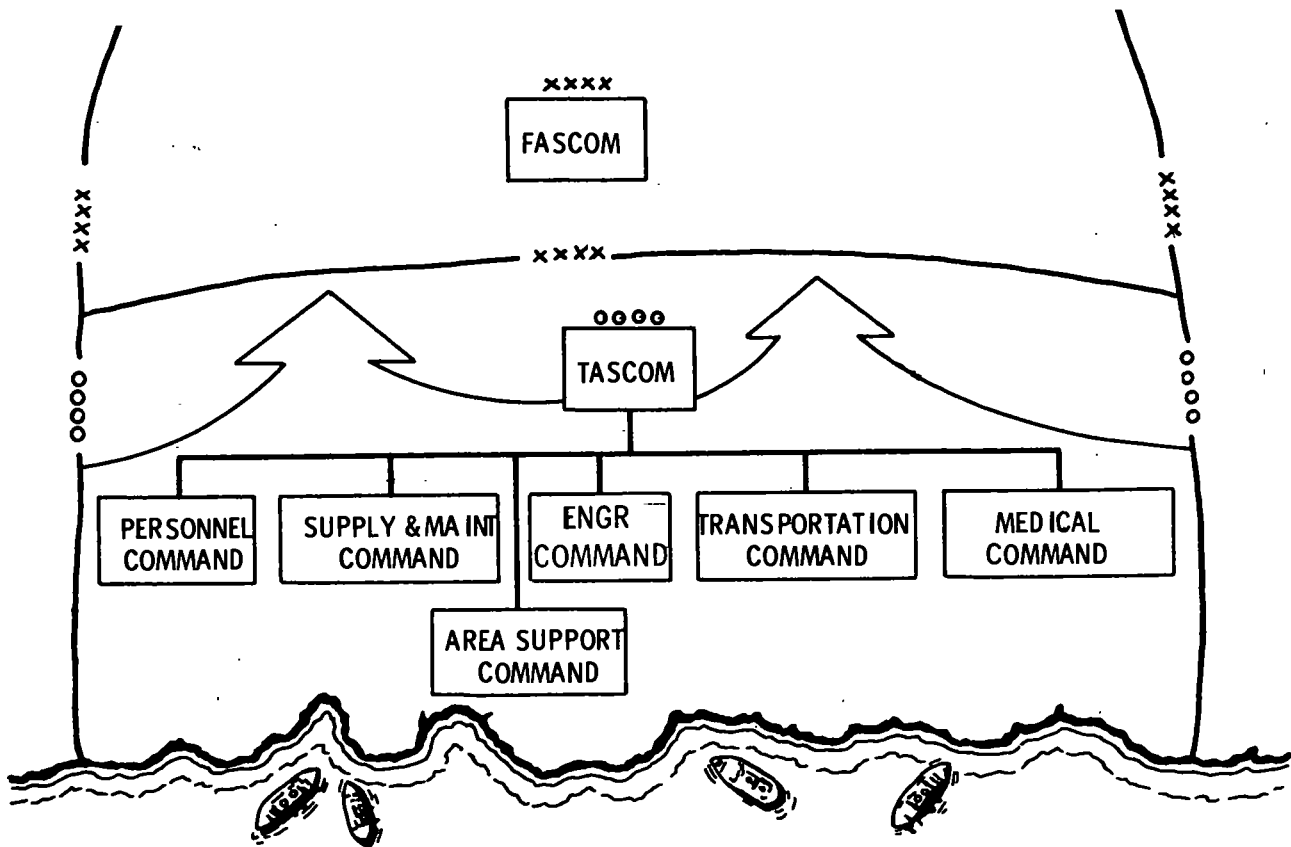


Figure 2-6. The undivided communications zone.

CHAPTER 3

APPLICATION AND INTERFACE

Section I. APPLICATION TO FORCE STRUCTURES

3-1. FASCOM and TASCOM

The organizational and operational concepts developed in paragraphs 2-6 through 2-18 are applied to a field army and communications zone respectively. Other organizational structures are developed in the following paragraphs:

a. The Undivided Communications Zone (fig. 3-1). A specific geographic depth of a communications zone on a land mass cannot be predicted. Too many factors of geography and national territory, as well as the tactical situation, will influence the organization. A base model utilized throughout the TASTA-70 study delineates a theater of operations with a depth of over four hundred miles. This model was utilized to develop troop lists and war gaming of TASTA-70. The basic soundness of the concept of an undivided communications zone has been confirmed by major commands and the Department of the Army staff in the development of TASTA-70. The basic configuration of the undivided communications zone is, therefore, utilized throughout the study. Requirement exists, however, for flexibility in the structure in order to adapt to specific theaters. Examples of adaptability are shown below; however, each must be carefully analyzed before application to insure that the best utilization of combat service support, rather than traditional command and control applications, is the objective of the organization.

b. Forward depots may be brought into play as distribution depots (fig. 3-2). While supply from rear depots primarily replenishes forward depots, throughput from rear depots continues as much as possible.

c. The TASCOM commander, or theater army commander, may exercise closer control by centralizing the functional control centers

at his headquarters (fig. 3-3). Functional control centers are so organized as to permit this flexibility.

d. If the theater has extreme depth, several support commands may be organized. In one configuration, (fig. 3-4) the functional control centers are assigned to TASCOM. A second configuration (fig. 3-5) places two TASCOMs in echelon with both commanders either under a higher TASCOM headquarters or under a theater army commander. This solution, while seemingly the best for traditional command and control, is tremendously costly in staffing and does not utilize the potential capability of automatic data processing equipment. The introduction of ADPE into organizational structures and operating systems results in the ability to "bypass" certain organizational elements and supply echelons. The basic configuration of the TASTA-70 communications zone proposes to reduce requirements for personnel and facilities required in an echeloned system.

e. A practical solution exists within the framework of TASCOM. The TASCOM commander may establish a forward headquarters to coordinate brigades or other headquarters of TASCOM subordinate commands (fig. 3-6). The extent of control exercised by TASCOM headquarters (forward) must be determined by circumstances, but does not require a division of the COMMZ or disruption of the TASCOM structure. A TASCOM headquarters (forward) will be located with an area support group for administrative and communication support.

3-2. Corps Support Command (COSCOM), Separate Corps (fig. 3-7)

A Corps Support Brigade is the nucleus for a Corps Support Command. The mission of the

COSCOM is to provide, within assigned responsibilities, combat service support to a separate corps. The corps is assumed to have the status of a field army and reports to the theater army commander. Construction support is provided by combat engineer elements of the tactical force.

3-3. Corps Support Command (COSCOM), Independent Corps (fig. 3-8)

A Corps Support Brigade is also the nucleus for a Corps Support Command. The mission of the COSCOM in this situation is to provide combat service support to army forces in a theater of operations and other forces as designated. The corps is assumed to have the status of a theater army with area responsibilities encompassing the theater base. The COSCOM is responsible for all combat service support, including theater base activities.

3-4. Support Brigade (Division), Separate Division or Task Force (fig. 3-9)

The Corps Support Brigade is reduced to provide support to the separate division or task force. The mission of the Support Brigade is comparable to that of a COSCOM supporting a separate corps. Combat engineers provide construction support.

3-5. Support Brigade (Division), Independent Division or Task Force (fig. 3-10)

The Corps Support Brigade is reduced to provide support to the independent division or task force. The mission of the support brigade is comparable to that of a COSCOM supporting an independent corps.

3-6. FASCOM Support to an Independent Army (fig. 3-11)

In the initial development of a theater of operations, or in a small theater, the FASCOM may assume TASCOM functions. Operating elements of the TASCOM mission command and a personnel and administrative group must be added. An engineer brigade, and functional control centers (inventory control, movements

control and maintenance management) may be added depending upon the size and complexity of the theater. When it becomes infeasible to control the theater base with the FASCOM as augmented, the TASCOM should be added to the theater.

3-7. Support of an Island Base (fig. 3-12)

A TASCOM, FASCOM, or corps support brigade headquarters, tailored to the required size provides an appropriate headquarters to support the base. Functional control centers may be FASCOM or TASCOM units. Operating combat service support units, local labor and contractually arranged labor and services may be supervised by the functional control centers. As the magnitude of the support task increases, TASCOM mission command headquarters should be added. Operating elements are added as necessary. The Area Support Command, TASCOM, is an ideal organization to supervise base direct support and area activities, permitting TASCOM headquarters and the mission command headquarters to concentrate on general support activities.

3-8. Off Shore Support of Enclaves (fig. 3-13)

The TASTA-70 concept is completely compatible with this situation. Each enclave should have its own assigned combat service support organization under a single combat service support commander, who, in turn, is under the command of the enclave commander. Assuming that the combat service support mission in the enclave is in support of a division, a corps support brigade (reduced) is assigned to each. Included in the support brigade are direct and general support units, as well as theater base units such as terminal service units. Automatic data processing equipment is organic to the support brigade headquarters and functional control centers (stock/inventory control, personnel services, maintenance management, movements control) are attached. Located on the off-shore base is a TASCOM consisting of major command headquarters, functional control centers and operating units. The Area Support Command furnishes area support for the base. *There is no command relationship*

between TASCOM or its subordinate commands and the support brigade(s) located in the enclave(s). The senior tactical commander who has command over the entire operation insures adequacy of support and issues such guidance, allocations and priorities as may be necessary. Requirements flow from support brigade(s) to functional control centers of TASCOM. Shipment is made from the off-shore base utilizing air or surface lift of the Transportation Command, Air Force, Navy or contractual service. Requirements are passed to the Theater Army, which may direct shipment from theater stocks or pass requirements to CONUS. Medical evacuation, PW evacuation, replacement flow, personnel service support and maintenance support follow comparable channels. When an Army headquarters (USARU) is added to control the several enclaves, functional control centers should also be assigned. The flow of requirements from the enclaves is then directed to USARU which in turn controls the flow of personnel, supplies and equipment within the subtheater, and communications with the off-shore base. When a FASCOM is created, the support brigades in the enclaves should be placed under FASCOM command.

3-9. Combat Service Support, USARPAC (fig. 3-14)

The Pacific area poses many unique problems of difficult and unusual transportation nets and climatic differences, all of which are magnified by the physical separation of the several potential areas of conflict contained in the theater. The TASTA-70 structure is applicable to the Pacific area as shown in theoretical examples below:

a. There is no requirement for a single theater army communications zone. Instead there may be several communications zones, combat zones, island bases, and off-shore bases, each under the command of major commanders, subordinate to Headquarters, United States Army, Pacific.

b. A United States force located on the Korean peninsula, consists of a field army and a TASCOM, both under the command of an Army Group Commander.

c. A United States force consisting of an independent corps and a supporting corps support command are located on Okinawa.

d. United States forces are also located in Hawaii and Japan. Island bases, supported by base support commands (modified corps support brigades) are under the command of U.S. Army, Japan and U.S. Army, Hawaii.

e. Headquarters, United States Army, Pacific is located in Hawaii. Attached units include an Inventory Control Agency, Movements Control Group, Personnel and Administration Group, Maintenance Management Detachment and Automatic Data Processing Unit. These functional control centers, modified for the assigned mission, serve as extensions of appropriate general staff sections in controlling the flow of personnel, supplies and equipment to, from and between subordinate commands. Supply requirements for example, begin with a FASCOM in Korea, flow through TASCOM, Korea and are placed upon the USARPAC Inventory Control Center which, in conjunction with the Movements Control Center, may direct shipment from the Hawaii base, Japan base or request shipment from CONUS.

f. On the Korean peninsula (fig. 3-15), TASCOM depots are located in forward and rear locations. Routine shipments originate at rear depots and are throughput into the army area, bypassing forward depots. As the field army rear boundary advances, forward depots begin shipment into the combat zone and prepare to displace forward (fig. 3-16). As the army continues to advance, the TASCOM (fig. 3-17) locates a forward headquarters element in the forward area to coordinate with FASCOM and control TASCOM activities.

3-10. LOC Reorientation, Europe (fig. 3-18)

This chart shows the flexibility of the TASTA structure in a hypothetical situation in Europe. The FASCOM assumes necessary COMMZ functions in a short LOC, supported by a TASCOM on an off-shore base. The use of terminal and other facilities would necessarily be shared with allied services.

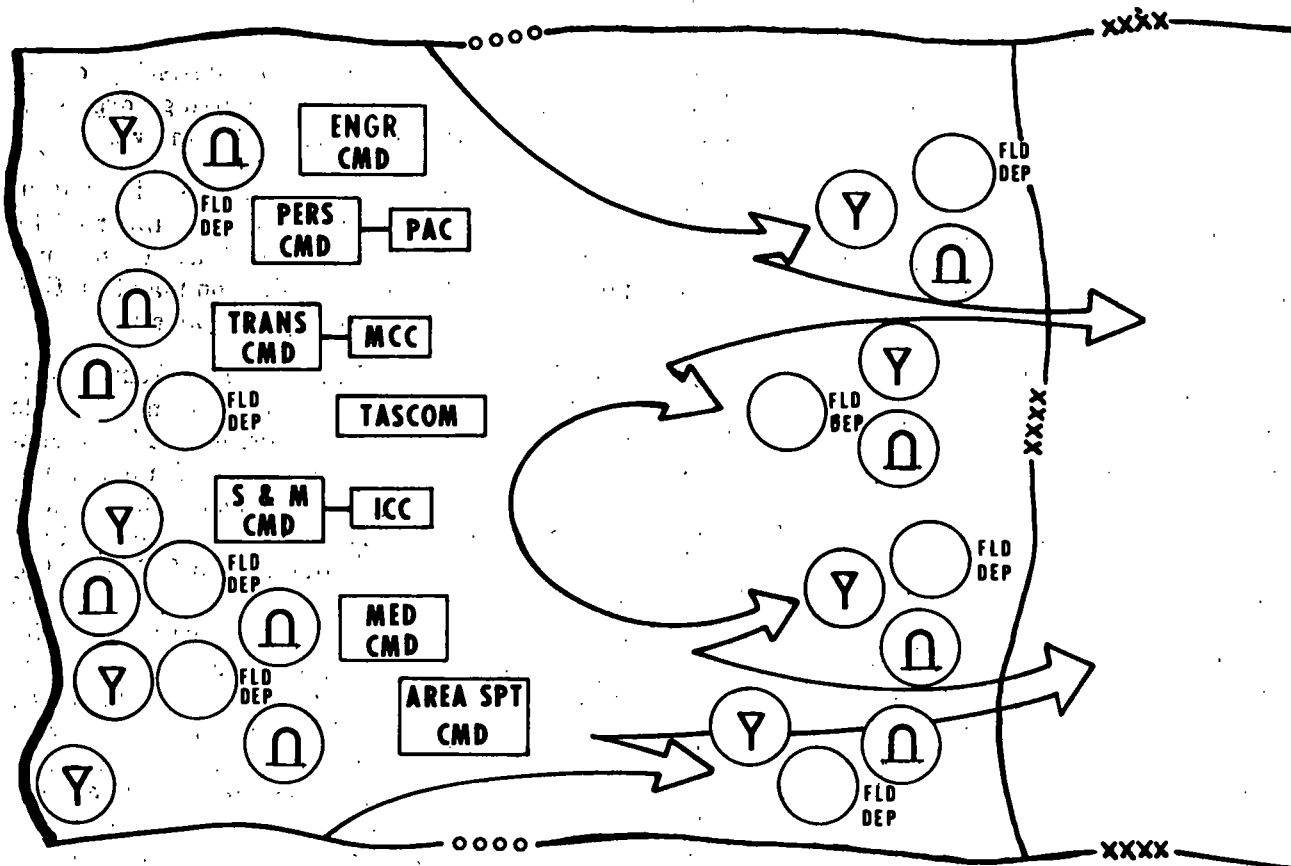


Figure 3-1. The undivided COMMZ, rear depot distribution.

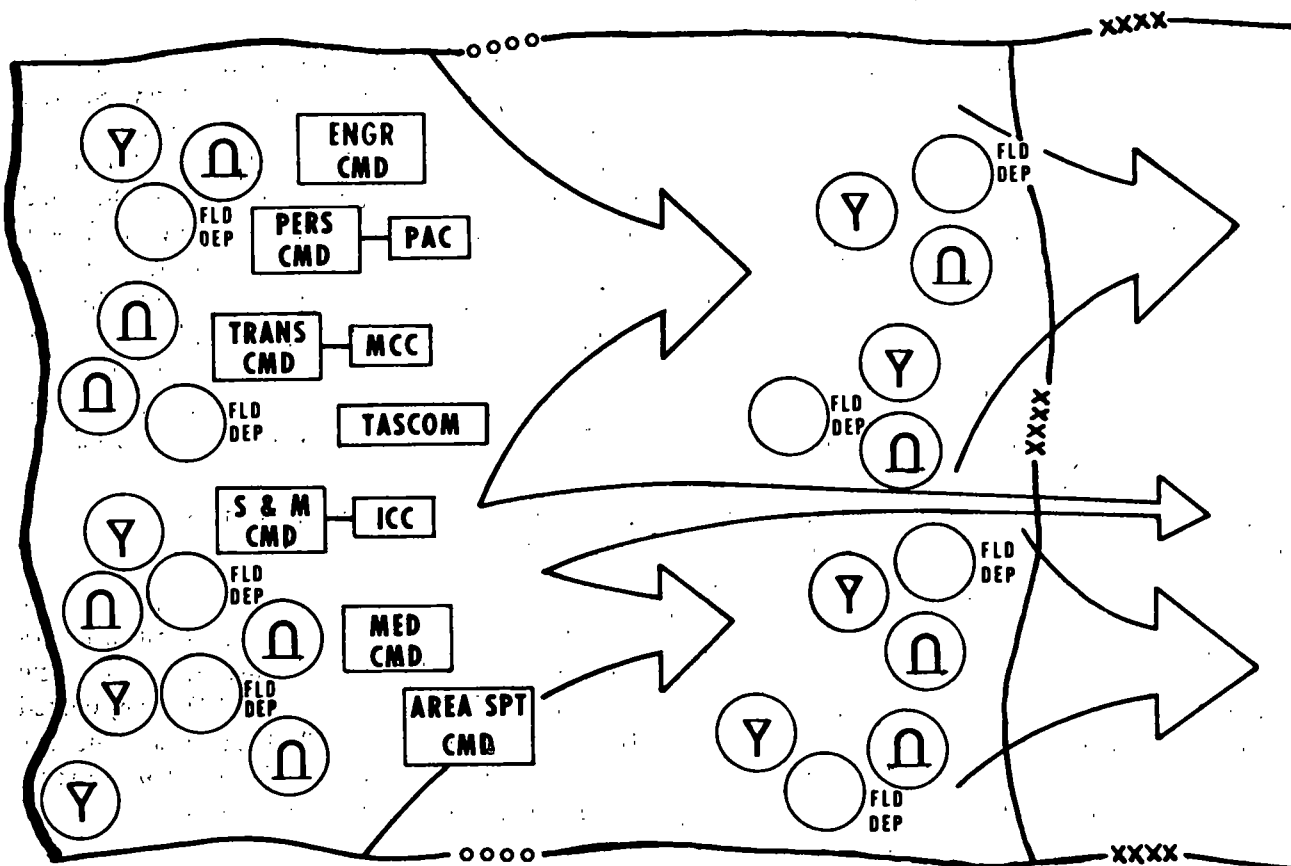


Figure 3-2. The undivided COMMZ, forward depot distribution.

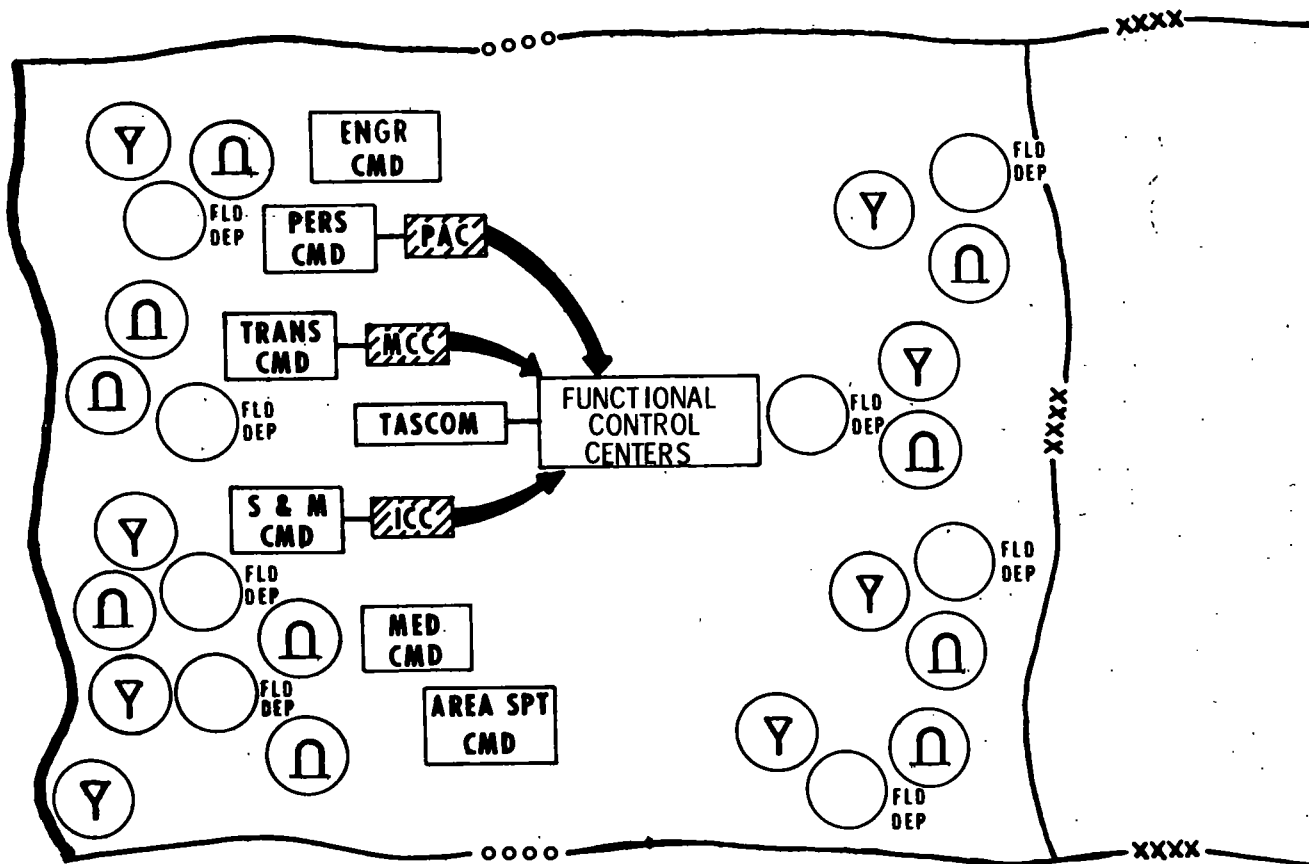


Figure 3-3. Centralized control centers.

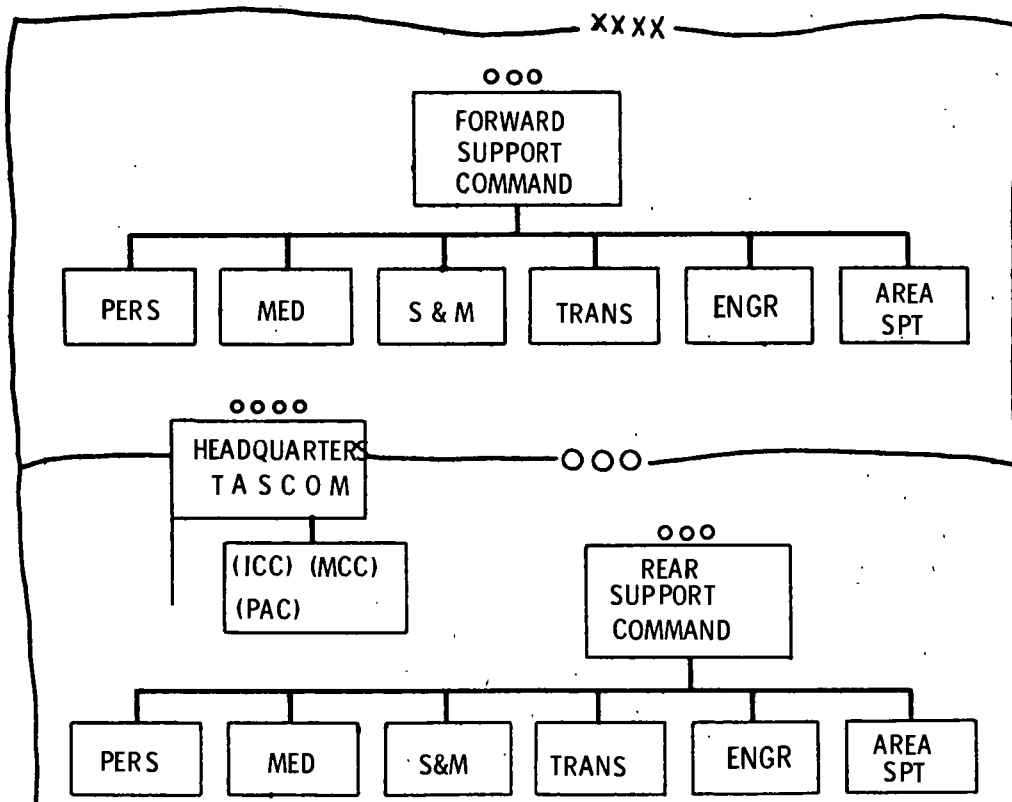


Figure 3-4. The divided communications zone with control centers at TASCOM.

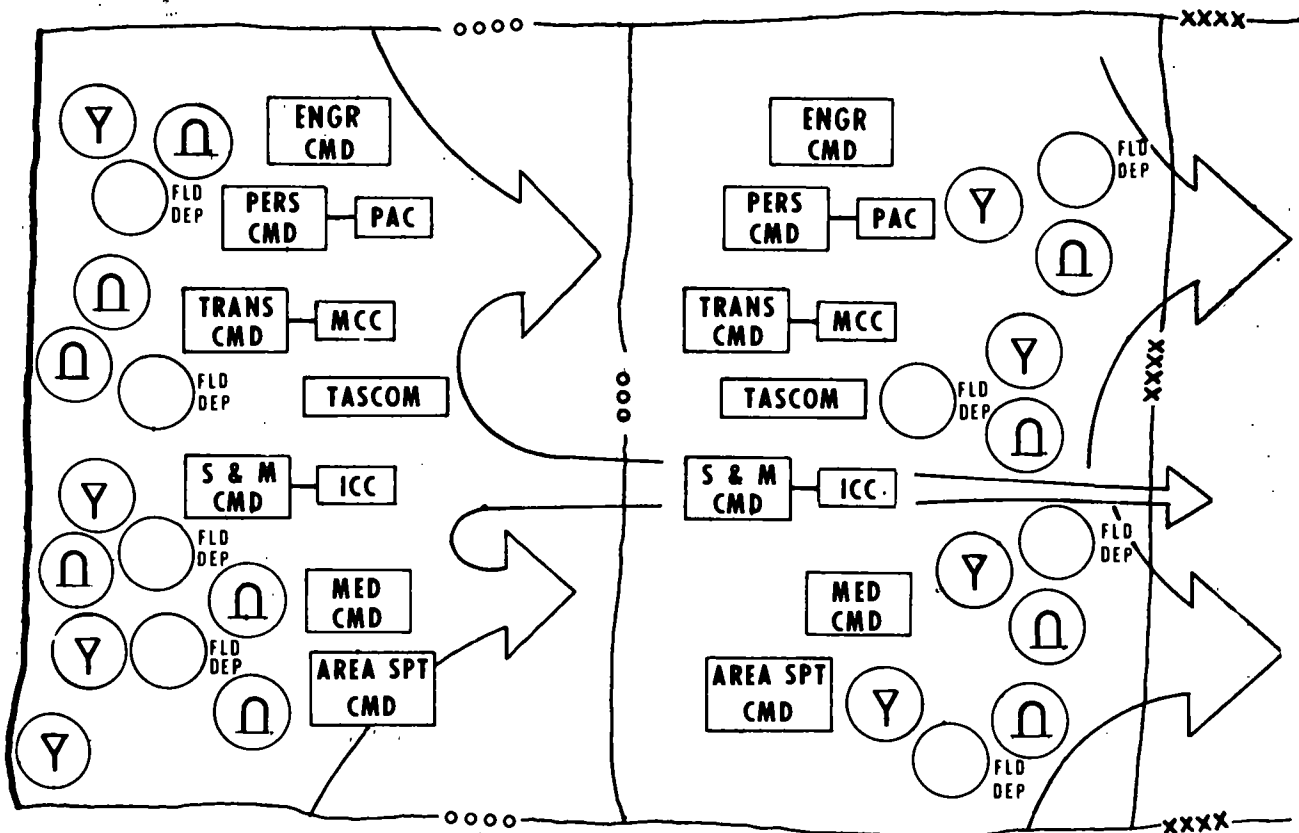


Figure 3-5. Theater army support commands in echelon.

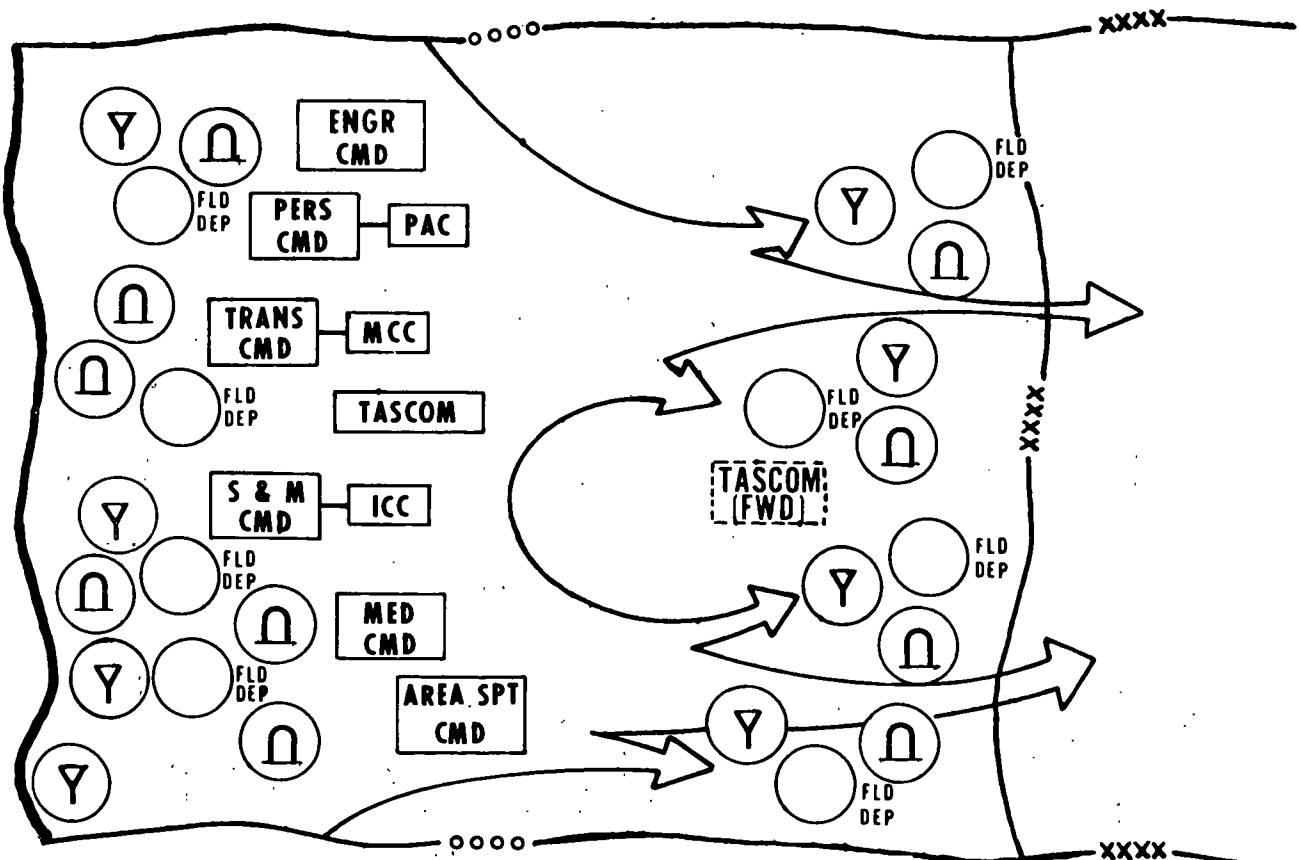


Figure 3-6. Forward TASCOM coordination.

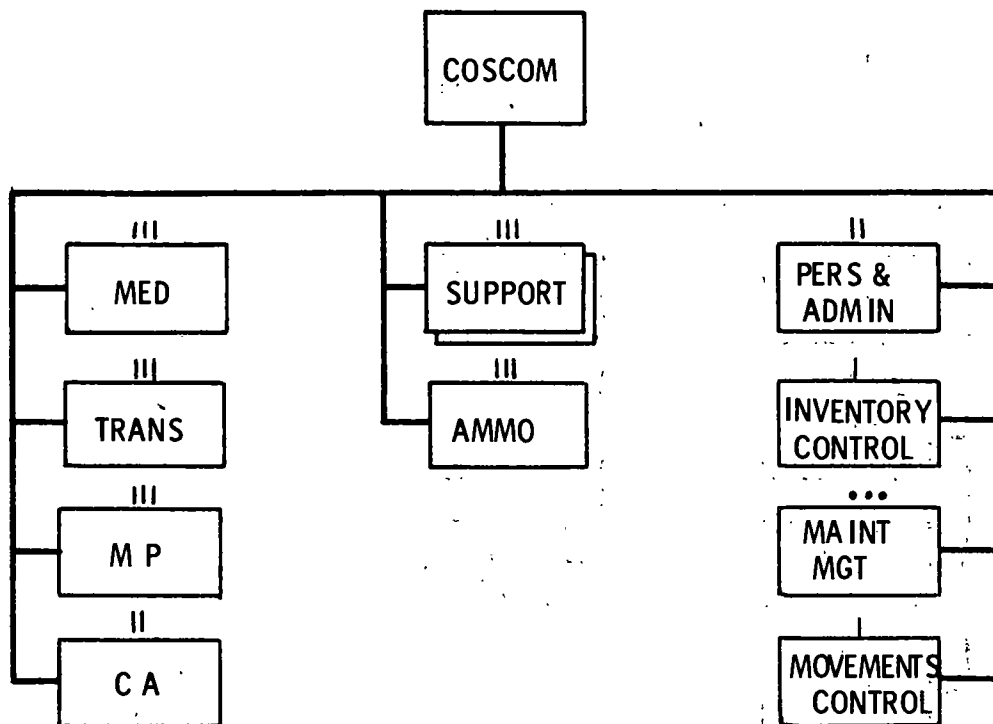


Figure 3-7. Corps support command, 3-division separate corps.

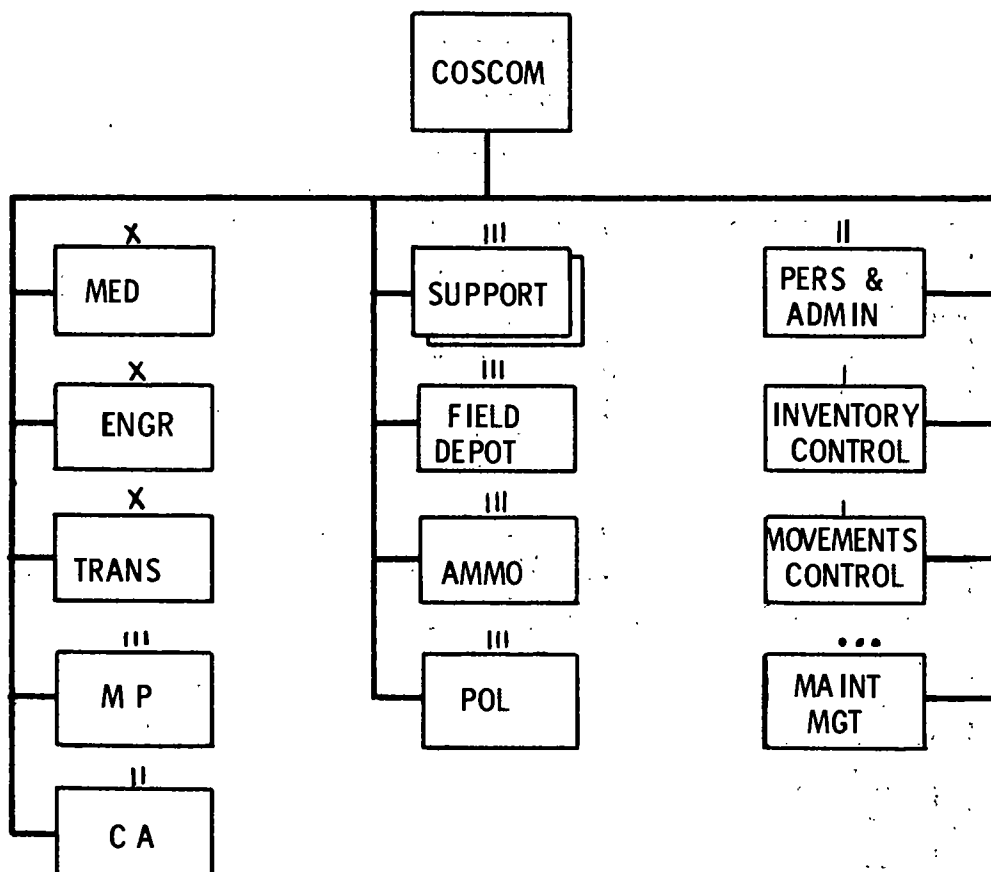


Figure 3-8. Corps support command, 3-division independent corps.

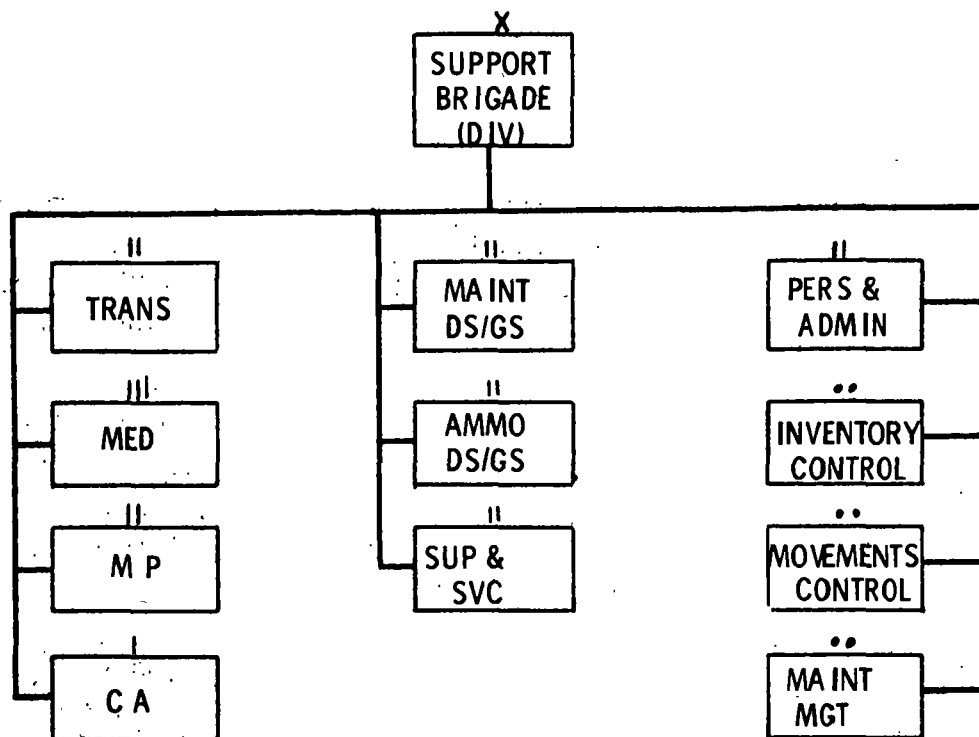


Figure 3-9. Support brigade (division), 1-division separate force.

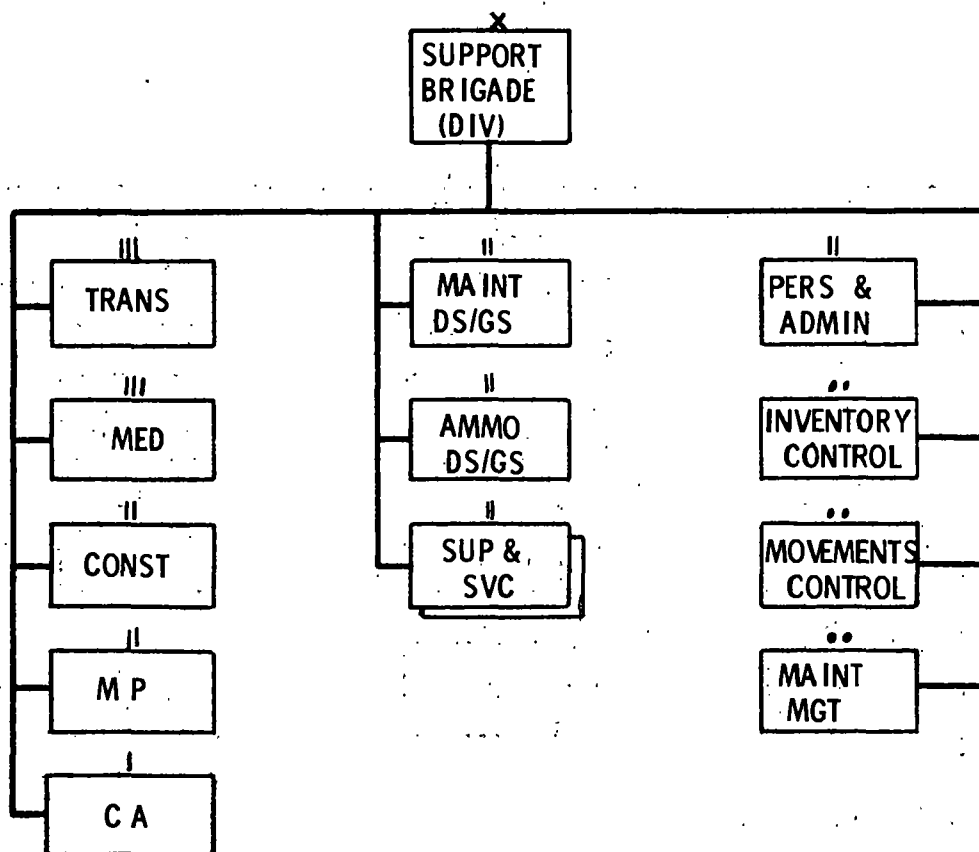


Figure 3-10. Support brigade (division), 1-division independent division.

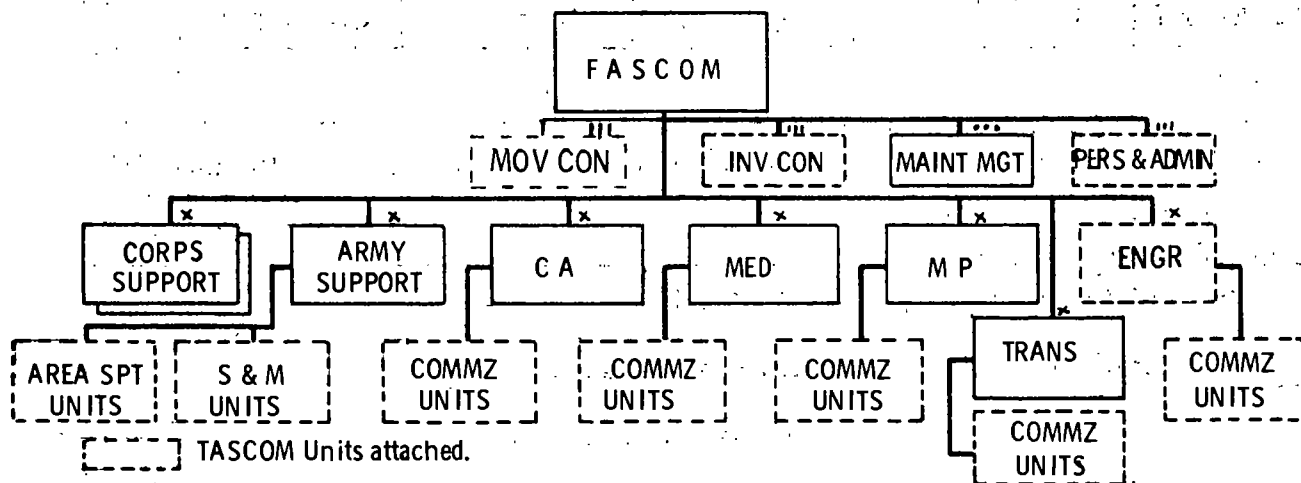
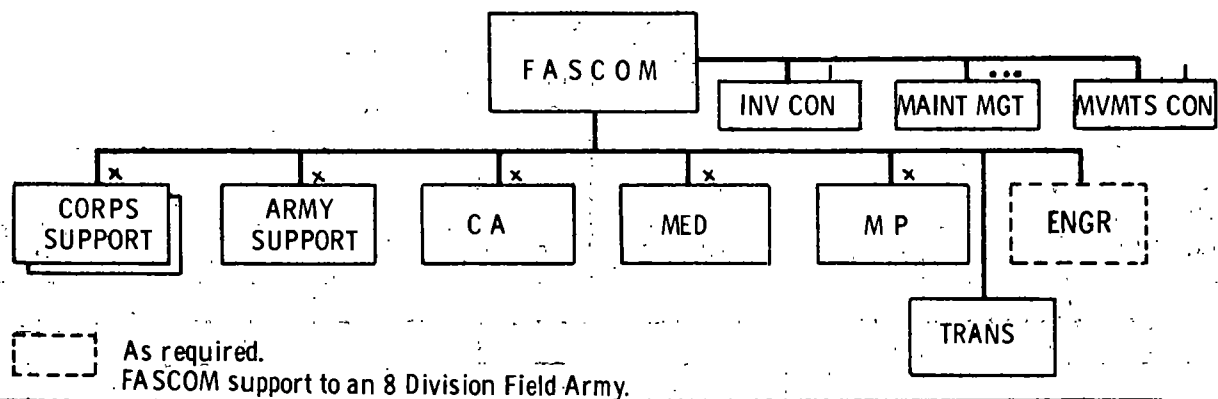
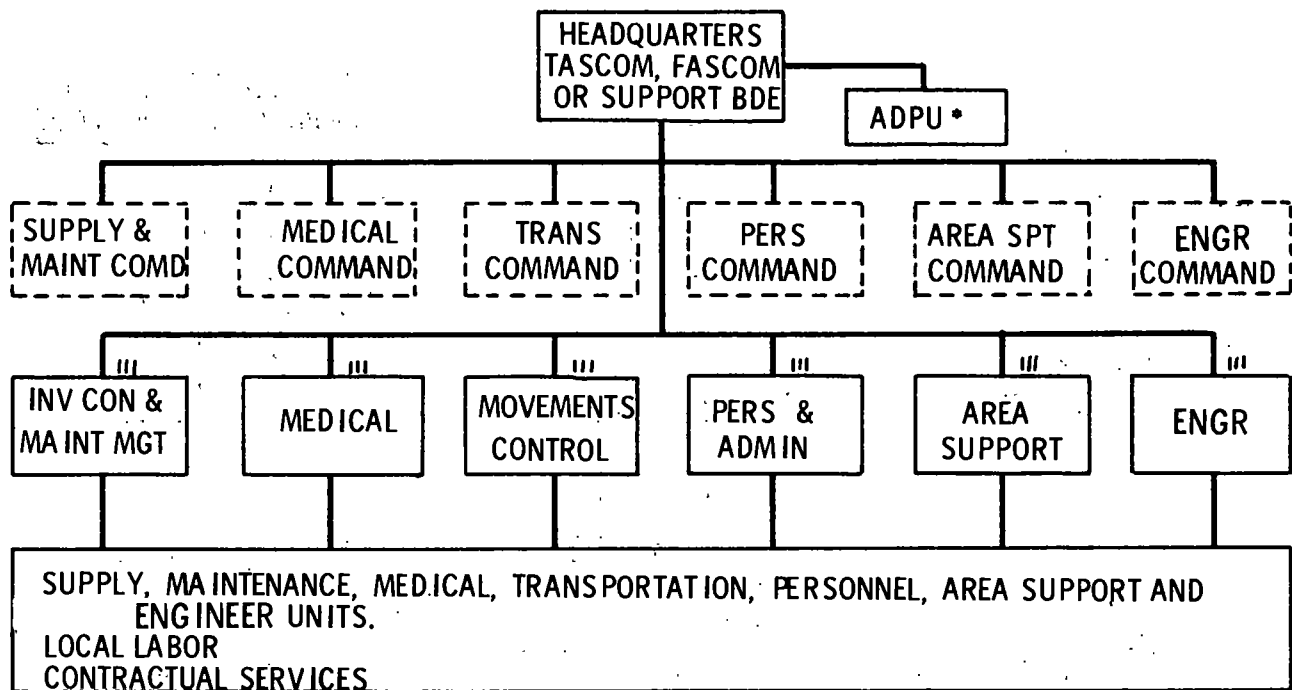


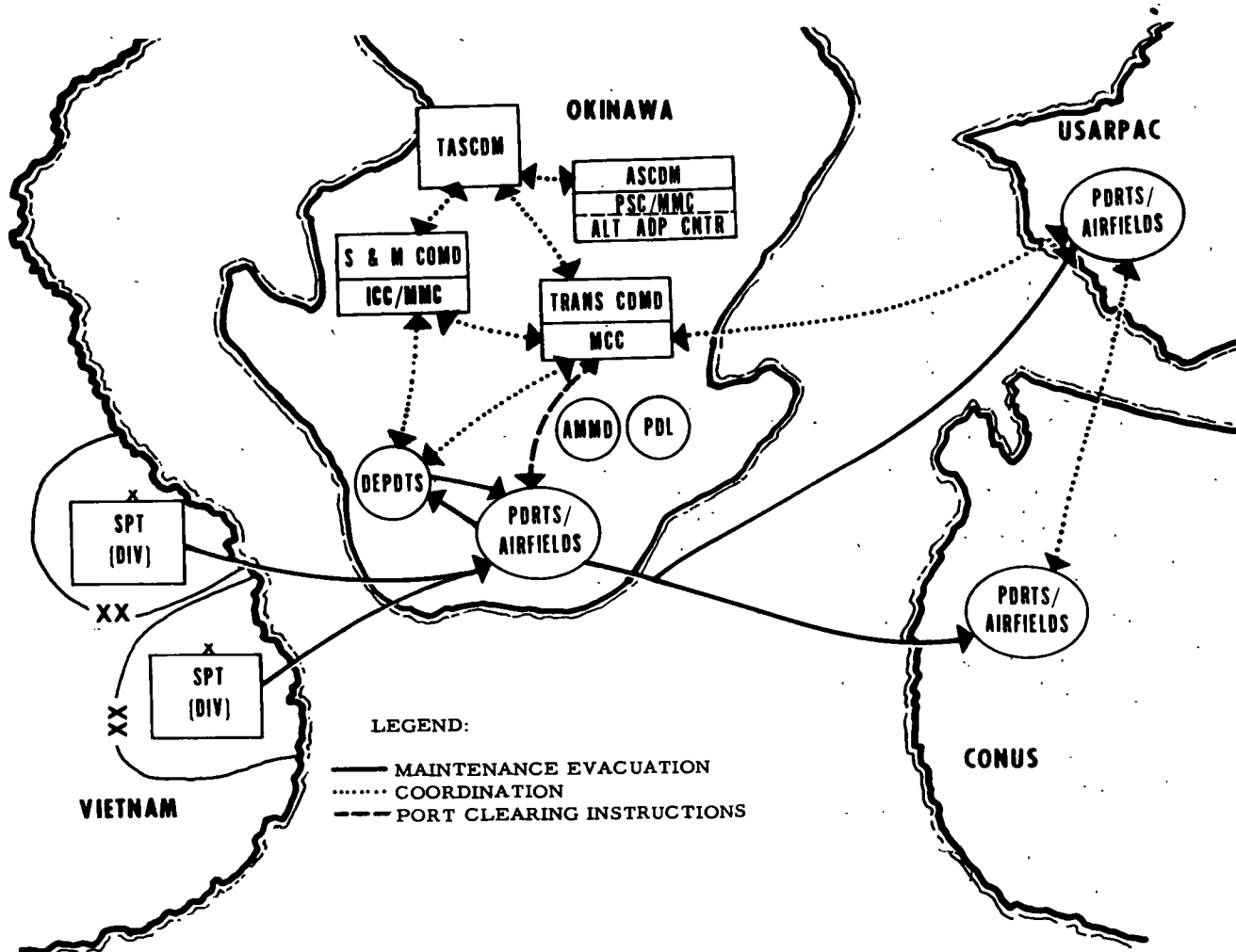
Figure 3-11. FASCOM support to an independent army.



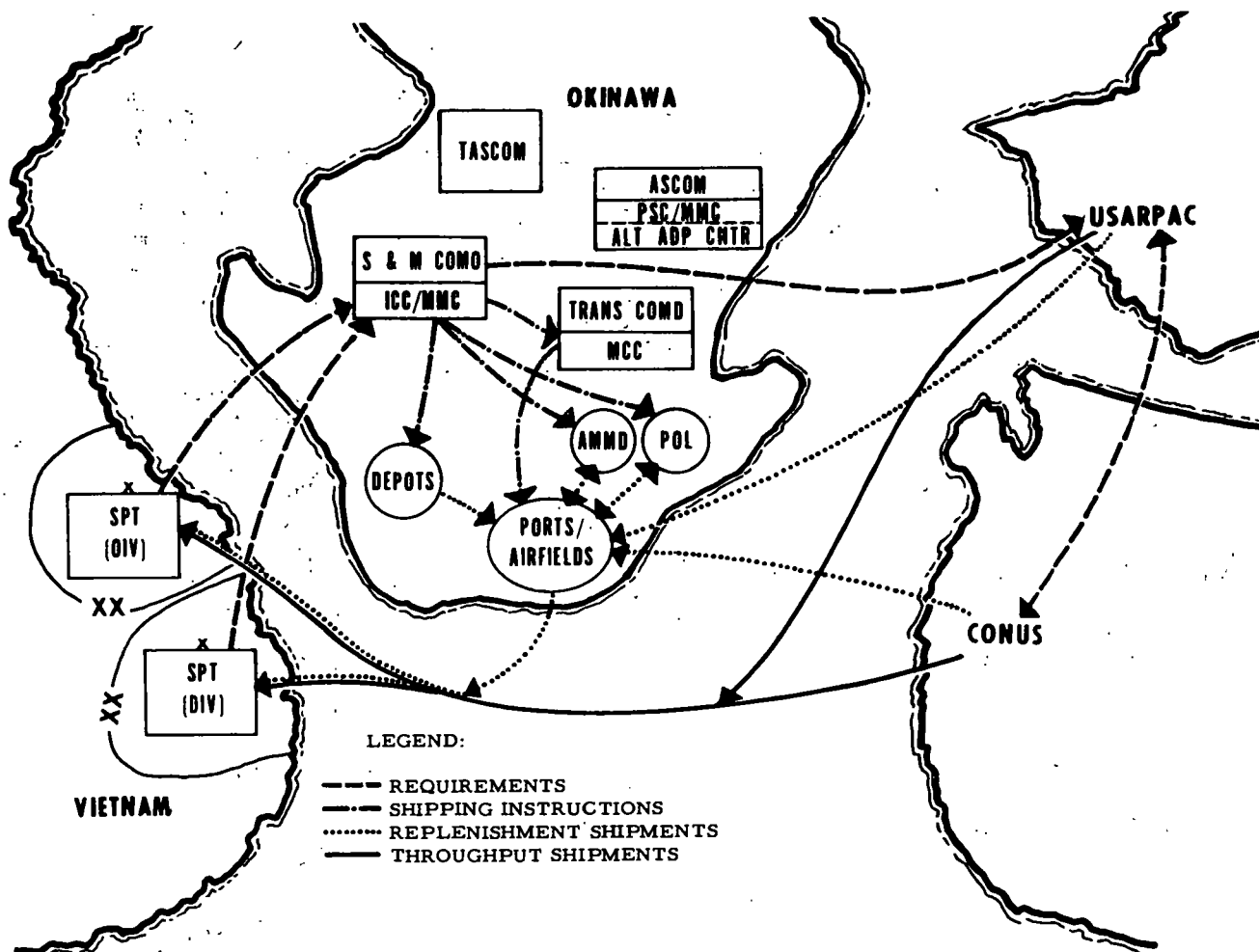
* Required if TASCOM Headquarters is utilized.

 TASCOM major command headquarters if required.

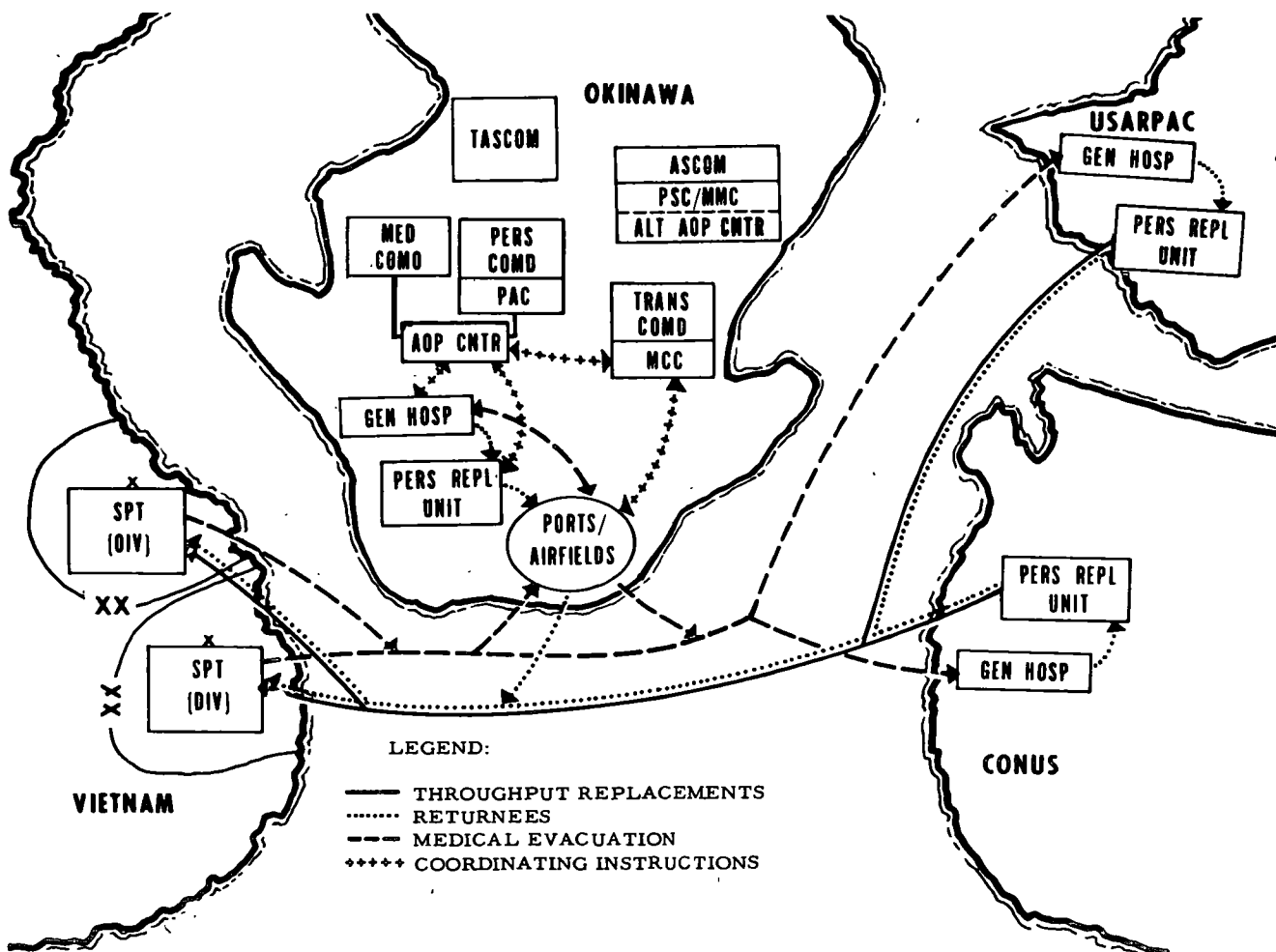
Figure 3-12. Support of an island base.



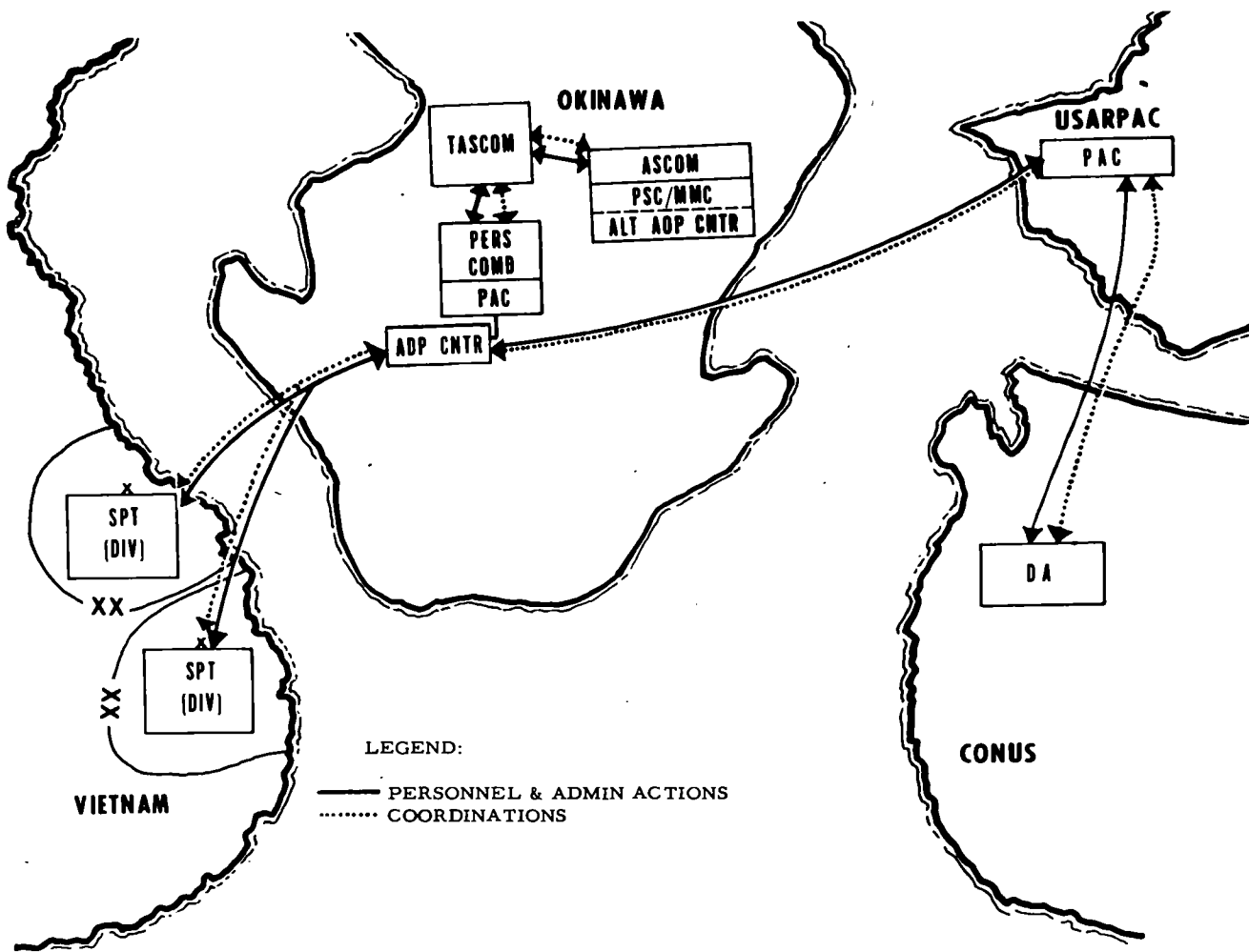
1 Maintenance support
 Figure 3-13. Support from an offshore base.



2 Supply support
Figure 3-13—Continued.



3 Evacuation and replacement
 Figure 3-13—Continued.



4 Personnel and administration
Figure 3-13—Continued.

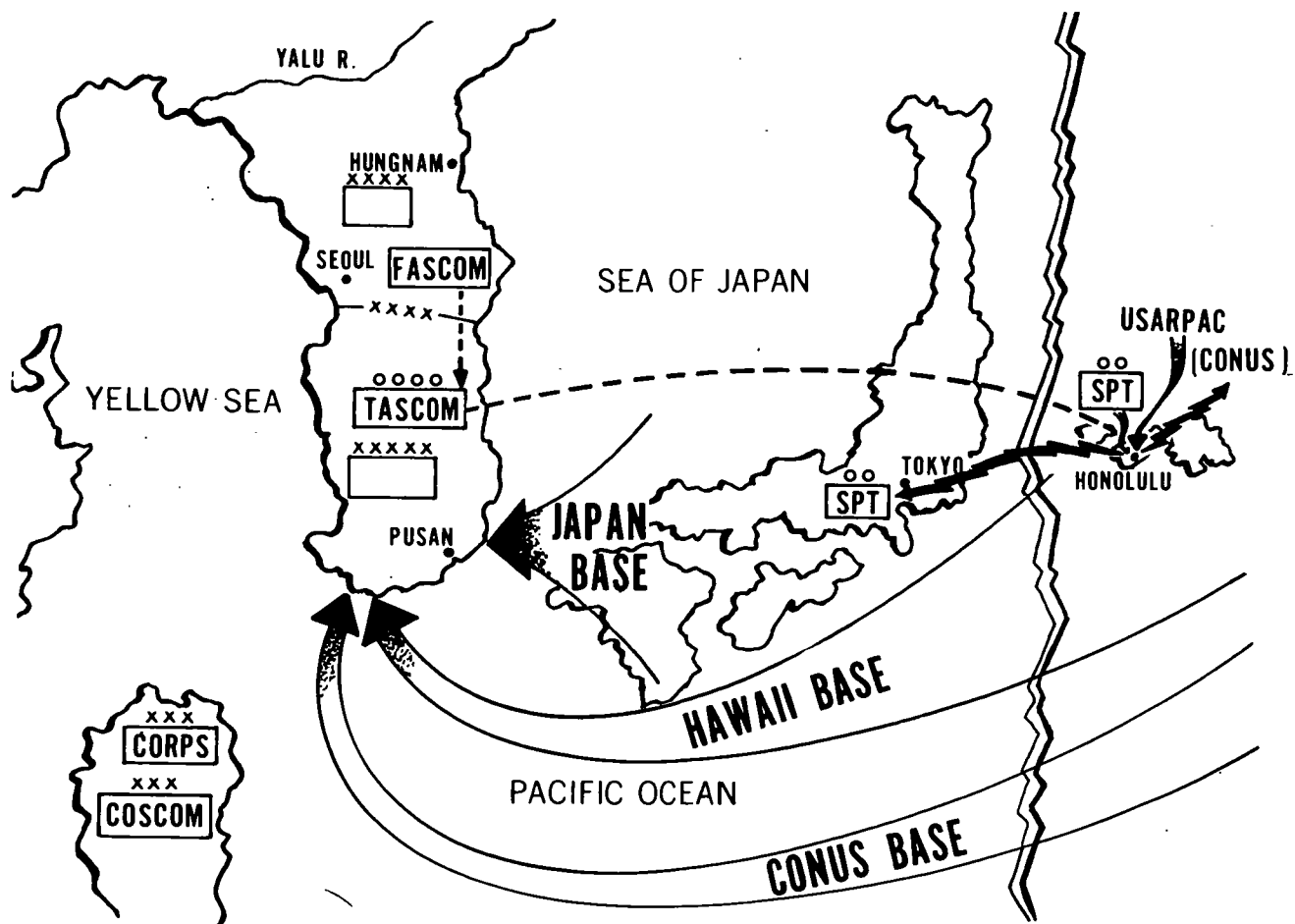


Figure 3-14. Combat service support, USARPAC.

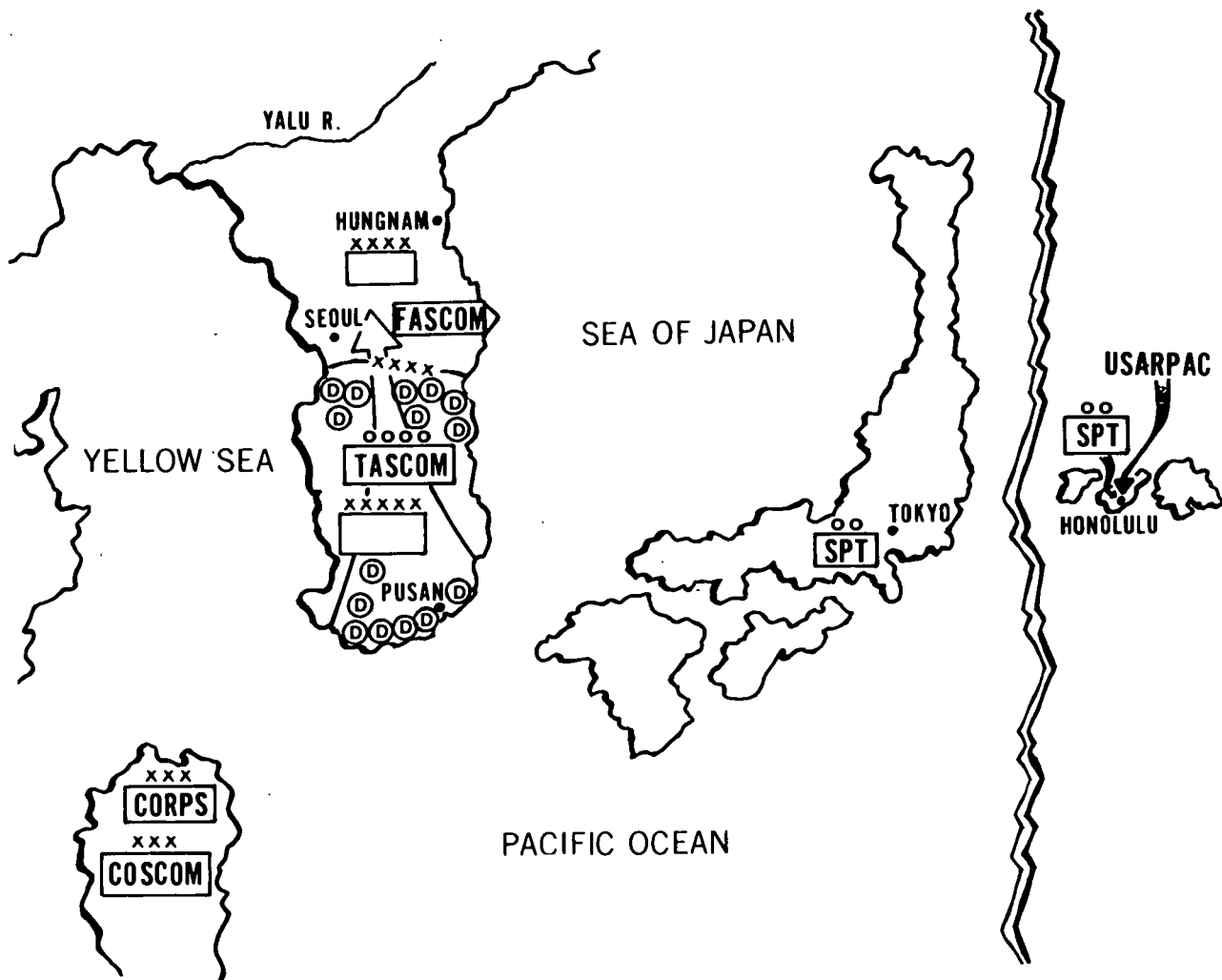


Figure 3-15. Throughput in Korea.

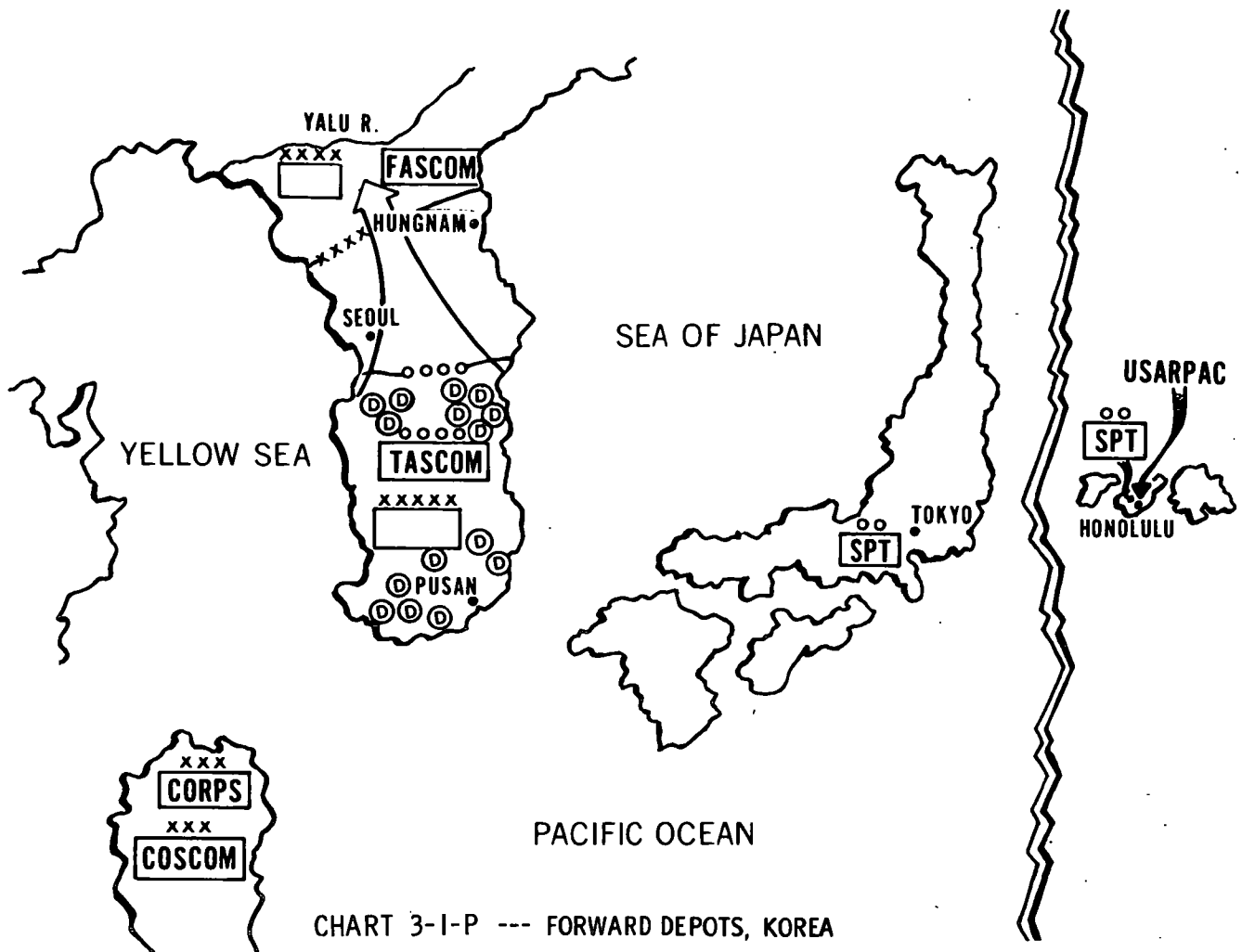


Figure 3-16. Forward depots, Korea.

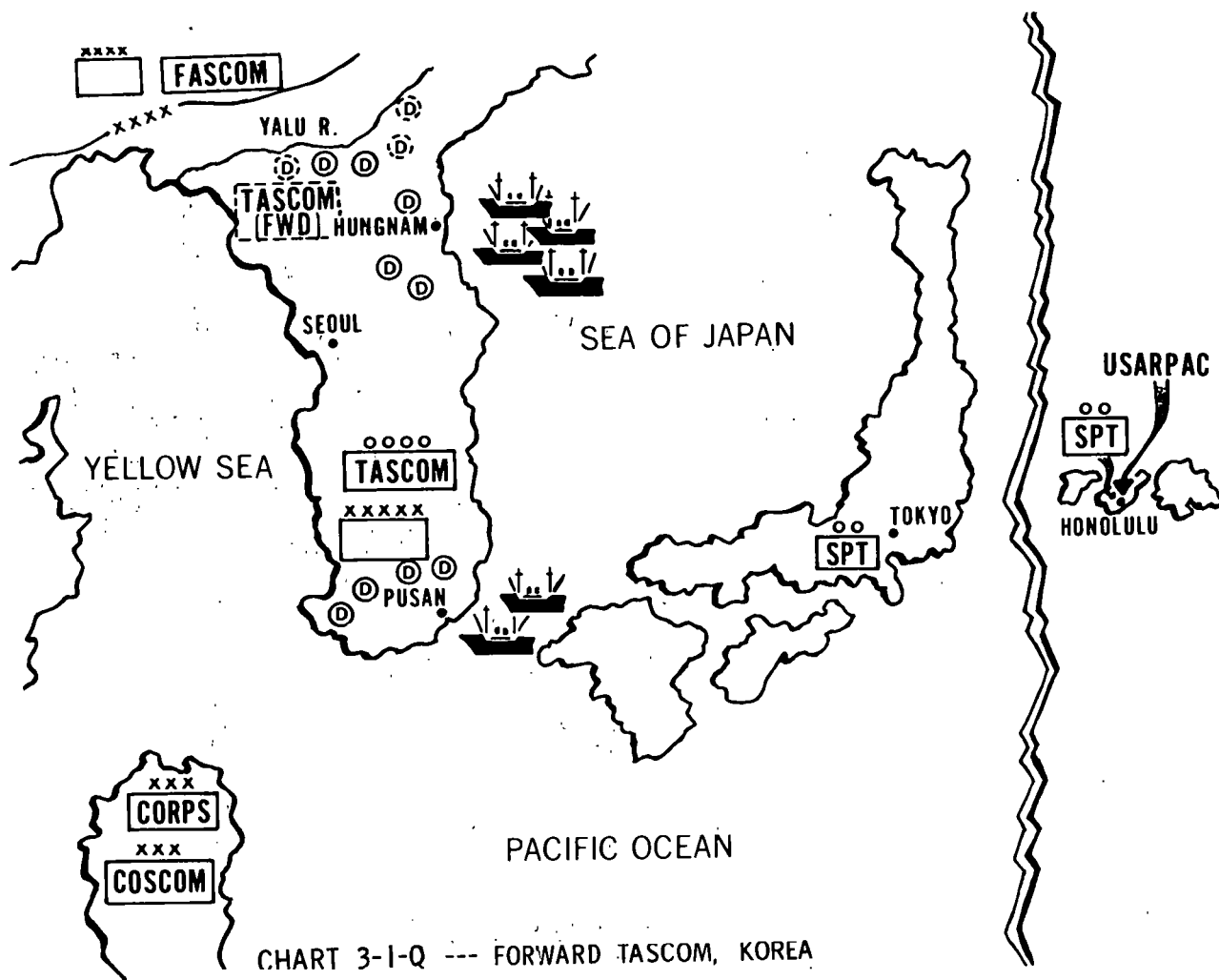


Figure 3-17. Forward TASCOM, Korea.

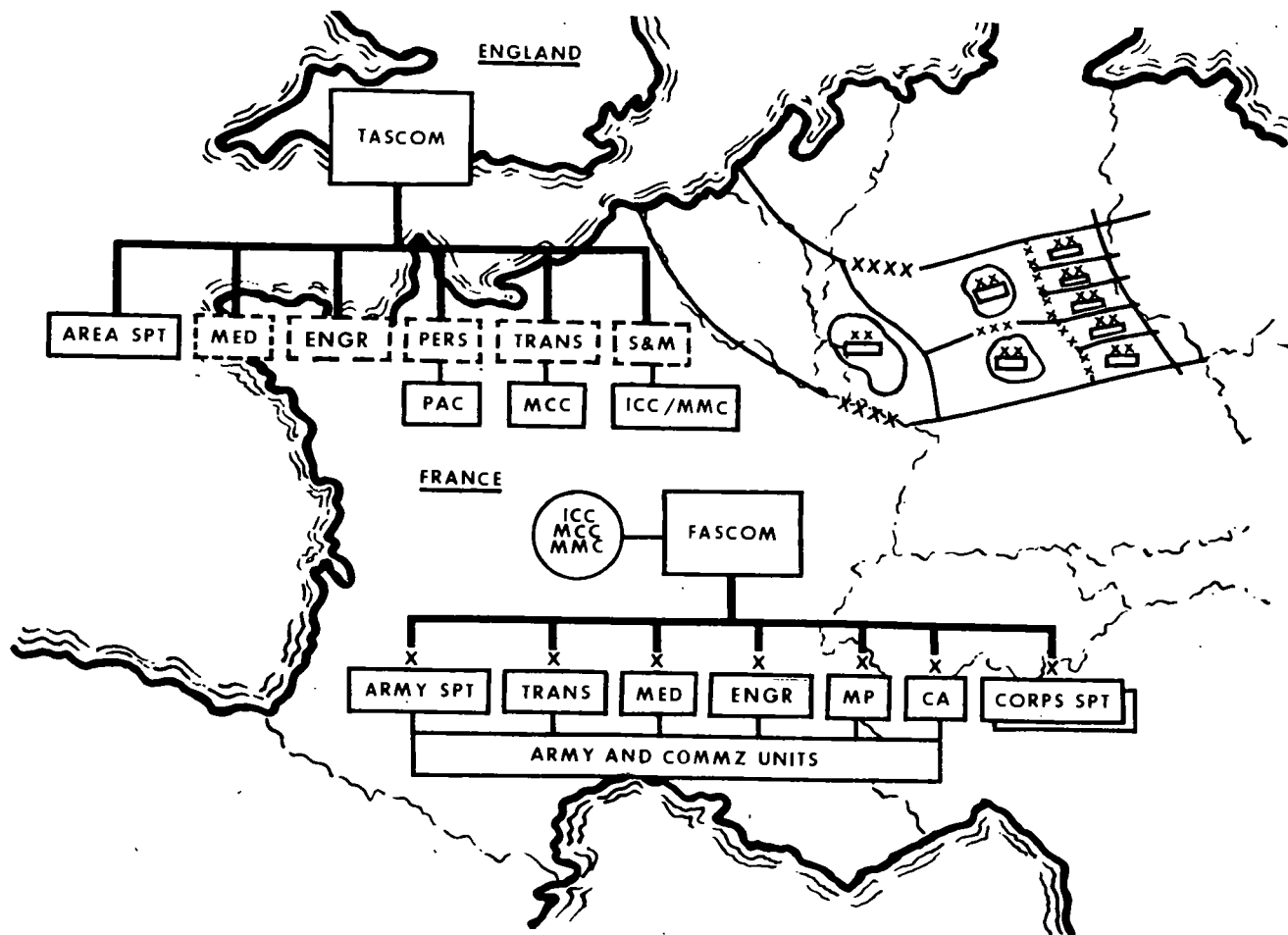


Figure 3-18. LOC reorientation, Europe.

Section II. INTERFACE WITH CONUS

3-11. General

Effective interface with CONUS support systems is a prime requirement for an efficient and positive combat service support system in a theater of operations. The advent of automatic data processing facilities greatly enhances the effectiveness of this interface. The procedures of a number of the major functional systems are described in the following paragraphs.

3-12. Ammunition and Maintenance

a. The areas covered are restricted to those which involve only technical channels of communication. There are other areas affecting maintenance and ammunition service activities which must be referred to command channels

for interface with CONUS. Examples of areas not covered in this description are—

- (1) Requirements for new or revised TOE covering maintenance or ammunition service units.
- (2) Recommendation for major revision to the overall system for providing maintenance or ammunition service.
- (3) Recommendation for revision of the organizational structure for management of maintenance or ammunition service.

b. For clarity the technical areas of interface are grouped according to the current organizational structure of Department of the Army elements with which interface is envisioned. Army Materiel Command/Com-

modity Commands will be the CONUS contact point for the following areas, as indicated on figure 3-19.

- (1) Technical instructions to include technical manuals, technical bulletins, information letters and the like.
- (2) Ammunition condition reporting and suspension and release information.
- (3) Modification work orders.
- (4) Urgent equipment improvement recommendations requiring immediate attention to include recommended solution and/or proposed field expedient.
- (5) Technical assistance requirements.

c. Army Materiel Command/Commodity Commands and/or CONARC/Technical Schools will be the CONUS contact point for the following areas, as indicated on figure 3-20.

- (1) Requirements for specialized maintenance or ammunition service unit support.
- (2) Special training requirements.
- (3) Introduction of new materiel.

d. An area requiring interface with CONUS which would be routed through other TASCOM elements in the Inventory Control Center, as indicated on figure 3-21, for—

- (1) Repair parts stock status.
- (2) End item/ammunition stock status.
- (3) Disposal information.

e. There are two areas requiring interface with CONUS wherein the CONUS contact point cannot be positively identified. These areas relate to ADP link with an unidentified CONUS element which could be individual Commodity Commands, Army Materiel Command, a Department of the Army Data Center, or a Department of Defense Data Center. Figure 3-22 shows the interface with CONUS for—

- (1) Furnishing consolidated/accumulated data for the theater army to CONUS.
- (2) Requirements for maintenance repair factors covering materiel being supported.

3-13. Medical

a. *Medical Regulating of Patients From the Combat Zone* (fig. 3-23).

- (1) On a daily basis hospital physicians report to the registrar the patients requiring evacuation the following day. The registrar performs the medical regulating function within each hospital. He assembles all pertinent information and transmits a report to the controlling medical group headquarters. This report, in essence, is a request for transportation for patients as well as a notification of the numbers requiring evacuation. The report also include numbers of patients by diagnostic categories. The categories to be reported are a matter of policy and standing operating procedures within the theater, and will usually include, as a minimum, surgical, medical and neuropsychiatric patient categories. These three categories must be included since they have a definite and predictable impact on both transportation and hospital bed requirements. The registrar's report also categorizes patients as to their transportability; whether they are litter or ambulatory cases. This factor has a definite bearing on transportation requirements. Patients may also be categorized as to official status, such as U.S. military personnel, U.S. civilians and prisoners of war. The medical regulating officer (MRO) at each medical group headquarters consolidates the information received from hospitals of the group and submits the compiled data to the medical brigade MRO. The medical brigade MRO consolidates the reports for the field army and transmits the data to the TASCOM MRO.
- (2) The TASCOM MRO must know the location and the availability of vacant general hospital beds in which patients can be placed. This information is obtained by the TASCOM MRO on a daily basis from reports submitted by the general hospitals.

The report contains the status of beds available at the time of submission plus a forecast of dispositions during the following 24 hours. On the basis of this information and known requirements, the TASCOM MRO determines the distribution of the incoming patients to the general hospitals.

- (3) To assist the TASCOM MRO in developing an evacuation plan, all accumulated information is processed through the TASCOM PAC computer. Print-out data facilitates the preparation and implementation of the evacuation plan.
- (4) At this point in the procedure one additional factor must be considered. The TASCOM Medical Command does not possess the type transportation needed to move large numbers of patients from the combat zone to the general hospitals located in the COMMZ. The TASCOM MRO accordingly submits his evacuation requirements to the Army Movement Control Center (MCC) and/or to the Air Force Aeromedical Evacuation Control Officer (AECO). The MCC processes this request through its computer and issues transportation instructions to the TASCOM MRO. The AECO at TASCOM headquarters is an Air Force officer assigned to an Air Force Aeromedical Evacuation Squadron. The mission of the squadron is to control the movement and provide in-transit medical care to patients while under control of the Air Force. An AECO is located at the TASCOM Medical Command, the FASCOM Medical Brigade, and at each of the brigade medical group headquarters. At each headquarters the AECO works closely with the MRO and provides detailed flight schedules, technical information on aircraft and patient preparation requirements for air movement.
- (5) The Air Force provides casualty staging facilities (CSF) at each airfield where patients are enplaned or

deplaned. Responsibilities for patients are exchanged at these sites between the Air Force and Army. The AECO at medical group level may also command the CSF servicing the group. FASCOM Medical Brigade evacuation units will transport patients to the CSFs. The CSFs will assume control of the patients, care for them, load them into aircraft at on-load airfields and off-load them at destination airfields.

- (6) The TASCOM AECO forwards the evacuation requirements received from the TASCOM MRO to a Theater Air Force agency, the Aeromedical Evacuation Control Center (AECC). This agency coordinates with other members of the Air Force, Army transportation representatives and Navy agencies with respect to forward movement of cargo and personnel aboard the Air Force aircraft. Certain of these aircraft are then designated to return patients on their return trip. Air Force aircraft seldom go forward solely for the purpose of returning patients. When the AECC secures a firm allocation of aircraft, a detailed flight schedule is returned to the TASCOM AECO. The TASCOM AECO disseminates this flight evacuation schedule to the TASCOM MRO and to subordinate AECOs.
- (7) The TASCOM MRO then issues evacuation instructions to subordinate MROs and other medical units concerned. The hospital centers must prepare to receive the patients at the destination airfields and arrange for their movement to designated general hospitals. Field Army medical group MROs notify attached hospitals and direct ambulance units to move the patients to the on-load airfield according to the time of arrival of the aircraft.

b. Medical Regulating of Patients Within the COMMZ. The same procedures are followed by the station and field hospitals of the

COMMZ with regard to notifying the TASCUM MRO of the locations, numbers, and types of patients for movement to general hospitals. The evacuation of these patients is included and coordinated with the evacuation schedule for patients located in the combat zone.

3-14. Military Police Functions

a. *General.* Military police perform eight basic functions for the command. These are—

- (1) Rear area protection (RAP).
- (2) Prisoner of war and civilian internees (PW/CI).
- (3) Discipline, law and order.
- (4) Physical security.
- (5) Prevention and investigation of crime.
- (6) Traffic control.
- (7) Confinement and rehabilitation of U.S. military prisoners.
- (8) Civil disturbances and disasters.

b. *Rear Area Protection.* No direct CONUS interface is anticipated in this area. Indirectly training and doctrine for this function will be passed from the theater to CONUS.

c. *Prisoner of War Civilian Internees.* A definite direct interface exists between the Prisoner of War Information Center (Branch) and the main PWIC under the Office of the Provost Marshal General of the Army. This interface is as follows:

- (1) The PWIC CONUS and the Branch PWIC exchange data relevant to—
 - (a) National policies vs. theater requirements for evacuation.
 - (b) PW strength figures.
 - (c) Exchange of data through neutral nations concerning U.S. and enemy PW.
 - (d) National policies reference to release of PW information.
 - (e) Detailed requirements for transportation and security of PW evacuated to CONUS.
 - (f) Coordination with neutral nation inspection teams.
- (2) This interface is provided in the USACDCMPA functional area devel-

opment (FAD) designed for ADSAF and in appropriate doctrinal publications.

d. *Discipline, Law and Order.*

- (1) There is a definite interface between CONUS and a theater of operations on this matter. This interface includes—
 - (a) Exchange of data relevant to known or suspected offenders.
 - (b) Coordination of criminal cases involving both CONUS and theater facilities or personnel.
 - (c) Tracing missing persons.
 - (d) Coordinating technical laboratory functions.
 - (e) Providing data for the measurement of offense and incident rates as required by the Department of the Army.
 - (f) Exchanging data between the CIC-CID Repository and the Personnel Administrative Center of the Personnel Command.
- (2) This interface is provided for in the USACDCMPA FAD relevant to Discipline, Law and Order. This FAD will, ideally, be employed both in CONUS (COCOAS) and the theater (ADSAF).
- (3) The points of contact are normally between—
 - (a) CONUS and theater personnel and administration staff sections.
 - (b) CONUS and theater criminal investigation detachments.
 - (c) Theater Personnel Command and Office of the Provost Marshal General at Department of the Army representing DCSPER DA.

e. *Physical Security.* Only a technical interface will exist here. Procedures and equipment used for industrial security in CONUS will often be applicable in a theater of operations.

f. *Prevention and Investigation of Crime.* In addition to items discussed in d above, a number of major cases will be handled directly from the Department of the Army. Investigators will be sent to all areas possibly involved and will

work with local area investigative elements. This procedure is well established in appropriate doctrinal publication. Points of contact will be as described above.

g. Traffic Control. Only a technical interface will exist.

h. Confinement and Rehabilitation of U.S. Military Prisoners.

- (1) There is only one United States Army Disciplinary Barracks. It is located in CONUS. It establishes branches in CONUS when necessary. All prisoners serving more than one year or under a year with a punitive discharge are transferred to the USDB or one of its branches. Coordination on transfer procedures and security are by interface between personnel command and the USDB. Current Army regulations adequately cover these procedures. In addition, the law and order FAD is designed to administratively support the system.
- (2) All confinement facilities in a theater must be operated under Army regulations (primarily AR 633-5) and all must be inspected at least annually by a DA inspection team. Current regulations and procedures adequately provide for this interface. Points of contract are between DCSPER DA and the Personnel Command.

i. Civil Disturbances and Disasters. No operational interface is called for.

3-15. Personnel

a. Personnel Actions/Personnel Management. Personnel administrative actions initiated within the theater and required by policy to be forwarded to DA for decision, and personnel actions initiated or consummated at DA are normally communicated electronically between the Personnel and Administration Center and DA. Hard-copy communications will be the exception rather than the rule.

b. Replacements. The Personnel Administration Center (PAC) submits to DA a personnel requirements projection on magnetic tape. PAC also advises DA of desired port of entry within

theater. DA advises PAC of replacements shipped by same communications mode as that by which requirements were submitted. The replacements shipped advice consists of the individual administration personnel record and scheduled port of entry. The PAC transmits records of personnel departing the theater and changes to records of personnel within the theater, using the same communication code employed on personnel records received from DA. If there are any hard-copy records needed, the postal system is used for transmittal.

c. Postal Services. Theater Army Postal Officer coordinates handling of funds for postal financial services with his servicing postmaster in CONUS and also applies details of postal agreement. He also coordinates with the Army/AF Postal Service element at DA. Actual flow of mail to and from CONUS passes through the Postal Concentration Center on its way to and from recipients in theater.

d. Special Services. Theater units, through channels, submit requirements to DOD Film Library for film prints and to TAGO for book and recreation kits. TAGO directs its manufacturing contacts to ship direct to theater units the products requested. DOD Film Library circulates films to special service rest areas for showing to theater troops.

e. Administrative Services. The Theater Central Records Library, as part of the Personnel and Administration Center, is the apex of the records management system in the theater of operations and provides a centralized current files facility and information retrieval service for the theater army headquarters, the PAC and other designated units. It also serves as the overseas records holding facility for certain records transferred from other libraries within the theater. The theater central records library files communications (correspondence, publication, reports, forms) are received from or sent to Headquarters, Department of the Army and CONUS activities in hard copy, microfilm, or digital form. Records that must be retired in CONUS records centers are forwarded on a scheduled basis in digital or microfilm form by electrical or mail modes. The majority of correspondence within the theater and between CONUS activities is transmitted by electrical

means. Hard-copy correspondence for legal purposes may be the exception when the individual's signature is required. Procedures for preparing correspondence will be informally applied throughout the Army.

f. Publications, Blank Forms and Reproduction. Theater units are serviced directly from CONUS publications centers. Automatic resupply of publications reduce the requirements for communications. Units use DA Form 17 (Requisition for Publications and Blank Forms) for requesting publications as necessary. Actual delivery of publications is accomplished through army postal channels. Blank forms are sent in same way as publications except for those which, due to size cannot be sent through army postal channels. They are transported by conex or similar container through usual transport means, e.g., ship, air, truck. Reproduction has no direct interface with CONUS; indirectly only through increased need for paper stock.

g. Personnel Record Keeping and Casualties. The status of individuals and strength of theater forces are reported to various agencies of the HQ, DA in support of the total DA Strength and Accounting System of the maintenance of individual historical data. The systematic flow of personnel status input to HQ, DA system provides the basis for manipulation and analysis of raw data required in the formulation of DA level reports, policies and regulations by DCSPER, TAGO, OPO, CONARC. This indirectly affects such programs as input to training base, selection and shipment of replacements, DA budget estimates, promotion policies, notification of next of kin and manpower utilization. The personnel records administered and maintained at this level are a logical extension of the ADP and manual functions performed within the theater.

3-16. Supply

A theater of operations obtains supplies from within and without the theater. The main source of supply for the theater is CONUS. The theater and CONUS supply systems must be compatible with the CONUS system supporting the theater system. The Supply and Maintenance Command Inventory Control Center is the main operating element of the theater supply management system and as such serves as the point

of interface between CONUS and the theater system.

a. CONUS will initiate and maintain automatic supply for a new theater. As soon as possible, normal requisitioning procedures are established. This date is set by Department of the Army based on the theater commander's recommendations. Format and procedures for requisitioning by the Supply and Maintenance Command ICC are as outlined in MILSTRIP. Requisitions are forwarded to the appropriate CONUS NICP or source of supply. It is anticipated that the ICC will utilize the worldwide autodin network to transmit theater requirements to CONUS and to receive supply and shipment information and status. In the event of a disruption in electronic communications between CONUS NICPs and the theater, these requirements can be transmitted in card or tape format by mail or air courier.

b. CONUS NICPs are responsible for converting the DA approved theater stockage objectives into a theater authorized stockage list. The Supply and Maintenance Command ICC is responsible for recommending additions to or deletions from the stockage list. Close coordination between CONUS NICPs and the theater assures a supply system which is responsive to the needs of the commander. Additionally, CONUS provides data from the Army Master Data File which is essential to the maintenance of theater supply records.

c. Provision is made in TASTA-70 for performing the ICC functions in the event of an emergency by designating the Area Support Command ADP facility as an alternate. The Supply and Maintenance Command ICC provides periodic summary records and data to this alternate in sufficient detail to enable it to assume the ICC function if required. In this case, the alternate ICC becomes the point of interface between CONUS and the theater.

3-17. Transportation

a. The Theater transportation service maintains close formal and informal functional relationships with CONUS transportation activities, particularly with the Military Traffic Management and Terminal Service (MTMTS) and with its subordinate terminals. The formal ex-

change of information and interface of transportation is accomplished through the preparation and transmission of information, documents, and reports required by MILSTAMP and through adherence to the procedures outlined therein. Additionally, the TASCOM MCC may place a permanent liaison team with the CONUS based MTMTS. This team serves as a point of contact for all transportation activities of the theater and is specifically responsible for insuring that the TASCOM commander's priorities for movement are considered.

b. A free flow of information on an informal basis is encouraged to augment the formal transactions and to assure that the movements system of CONUS activities mesh with those of the theater. Such information would include desired changes in port designators for individual shipping address codes as units displace or changes occur in the transportation system. (Formal action on these changes is through TASCOM to the Defense Supply Agency.) The Movement Control Center, based on information received from the terminal operators, advises MTMTS and CONUS terminals on changed port capabilities (abilities to handle particular commodities such as POL, ammunition of heavy lifts; or increases or decreases in daily tonnage capabilities) and other factors which influence either the CONUS or transoceanic routing of shipments. During peacetime this information includes the theater delivery costs

from various ports of entry to final destinations for specific commodities so that the lowest overall cost, consistent with service, accrues to the government. The same type of information is furnished the MCC by MTMTS so the MCC can plan retrograde (export) shipments.

3-18. Comptroller

a. *Comptroller, TASCOM.* The TASCOM Comptroller is the theater counterpart of the comptroller of the Army (COA) and receives technical guidance from the COA. The scope of this guidance includes Army regulations, General Accounting Office (GAO) and Army Audit Agency (AAA) information, budget guidance, funding authorizations, pay and allowance information, and other management guidance within the comptroller area of interest. Types of responses include consolidated budget requests and analysis, GAO and AAA audit after action reports, and required management data.

b. *Theater Army Finance Units.*

- (1) *Financial reports.* The Finance General Support Agency has primary responsibility for preparation and transmission of fiscal reports to CONUS. Interface is made with the Finance and Accounts Office, USA, U.S. Treasury, Civil Service Commission, COA, and other service finance centers.
- (2) *Fiscal documents.* Copies of fiscal doc-

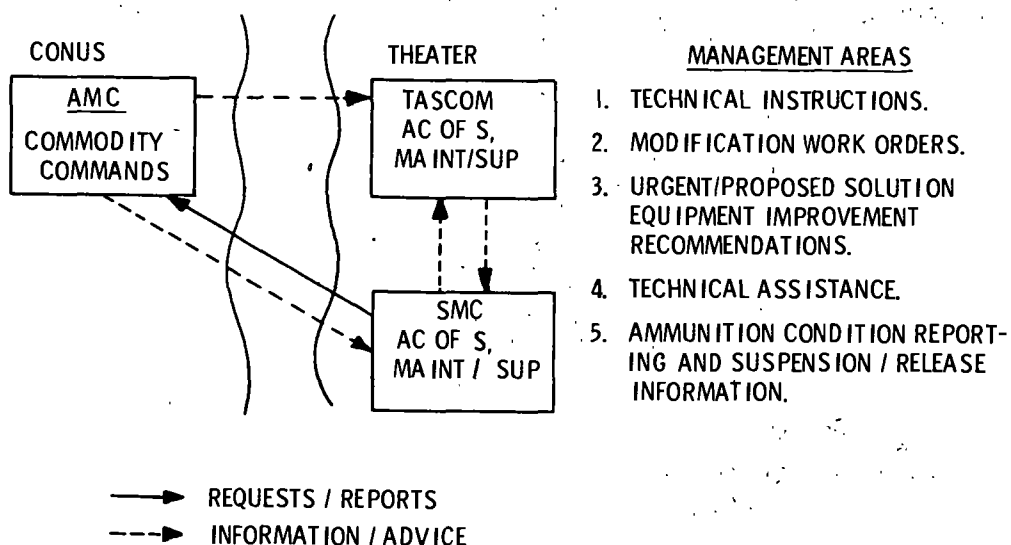


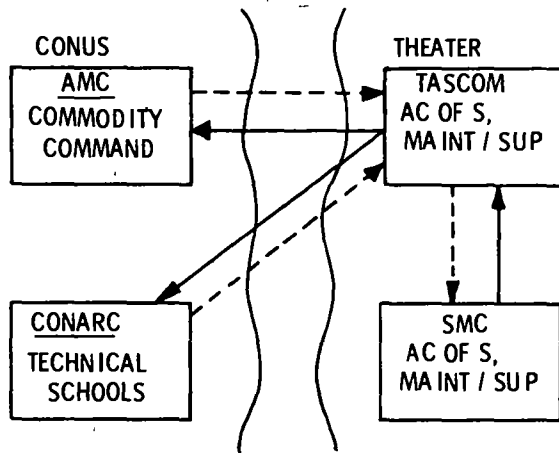
Figure 3-19. Ammunition and maintenance interface with CONUS.

uments are sent to the Finance Center, USA (FCUSA) and other service Finance Centers as required by current regulation.

- (3) *Military pay.* Each Finance Direct Support Company transmits pay change data on theater army person-

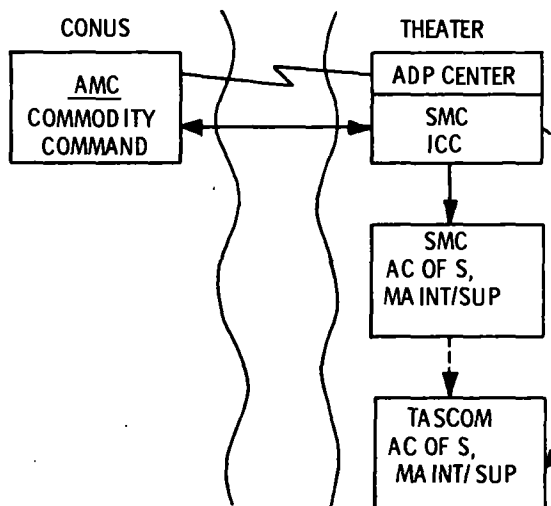
nel to FCUSA to support the Centralized Automated Military Pay System. Computed vouchers are distributed to theater army finance units by FCUSA.

- (4) *Claims.* Claims for pay and board proceedings for loss of funds are sent to FCUSA.



- REQUESTS FOR INFORMATION OR ACTION
 ---→ ACTION INFORMATION AND DATA

Figure 3-20. Ammunition and maintenance interface with CONUS (specialized support).



- ADP LINK
 → REPORTS/REQUESTS
 ---→ INFORMATION

Figure 3-21. Ammunition and maintenance interface with CONUS (stock status and disposal information).

MANAGEMENT AREAS

1. SPECIALIZED UNIT SUPPORT.
2. SPECIAL TRAINING SUPPORT.
3. INTRODUCTION OF NEW MATERIEL.

MANAGEMENT AREAS

1. REPAIR PARTS STOCK STATUS.
2. END ITEM/AMMUNITION STOCK STATUS.
3. DISPOSAL INFORMATION.

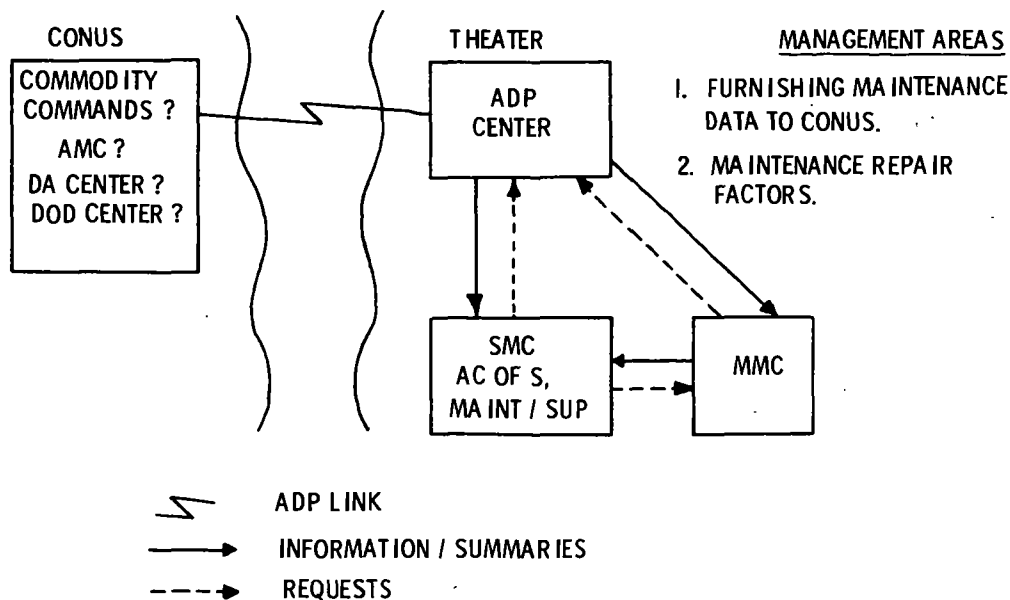


Figure 3-22. Ammunition and maintenance interface with CONUS (data and repair parts factors).

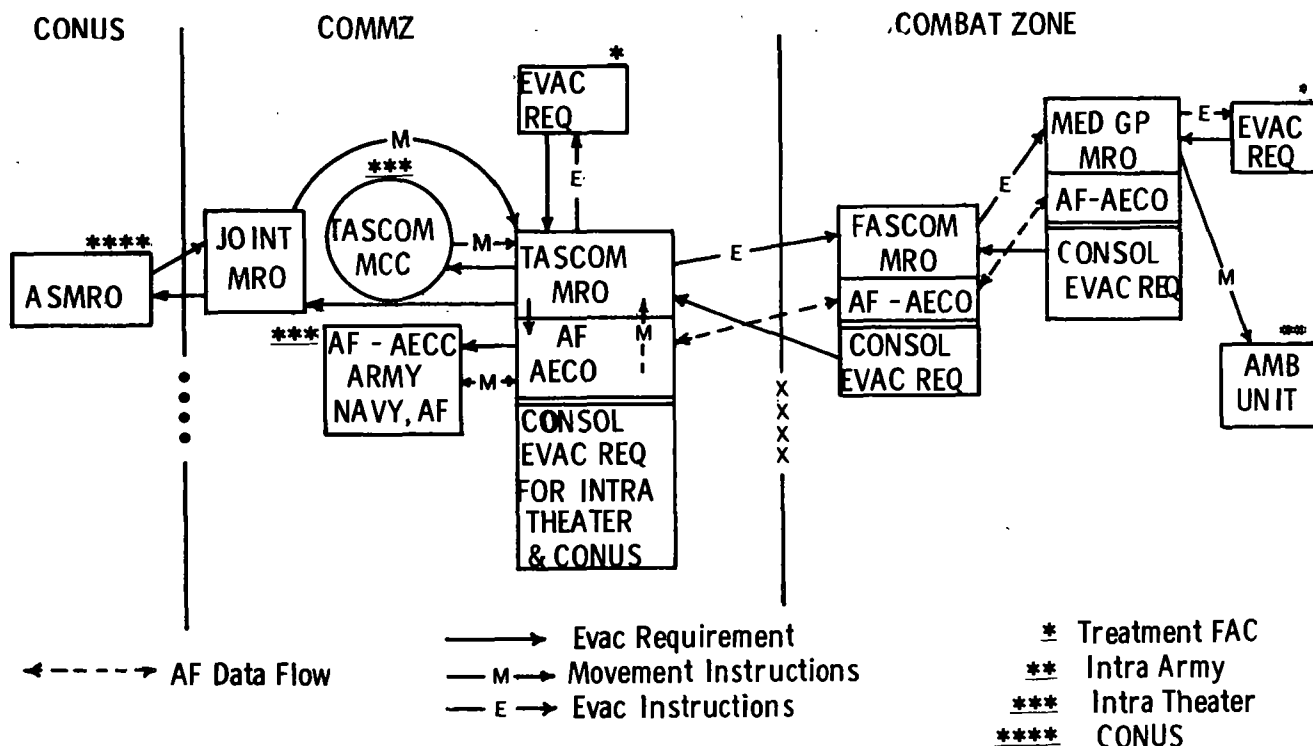


Figure 3-23. Patient evacuation data flow.

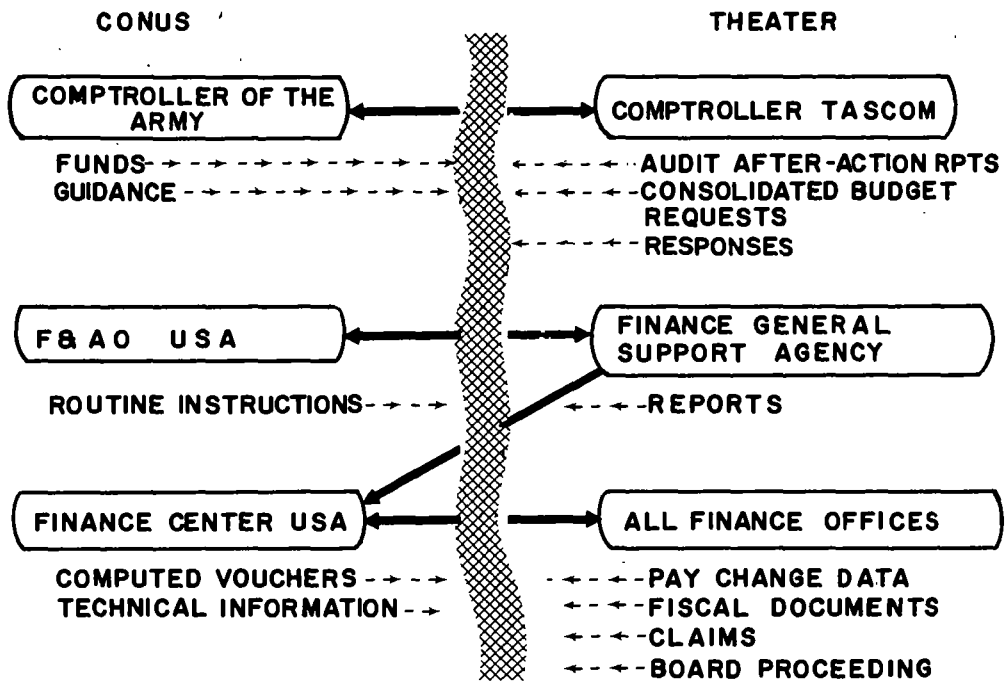


Figure 3-24. Comptroller interface with CONUS.

CHAPTER 4

COMBAT SERVICE SUPPORT SYSTEM (CS₃)

Section I. APPROACH AND APPLICATION

4-1. General

The volume of data required to maintain the current combat service support system has increased to the point where manual/mechanical systems are inadequate for efficient processing, storing, retrieving and reporting information necessary to the commander.

4-2. Automatic Data Processing

Automatic data processing (ADP) systems within elements of the army in the field are needed to provide more effective information to responsible commanders for less effort and cost. These systems will reduce the commander's dependence on the variety of unrelated manual and mechanical systems and procedures now in use which severely limit his capabilities. The ADP system must be flexible enough to operate within combat environments and fully support the Army Strategic Plan. It will apply to both peacetime and combat conditions with a potential for rapid expansion commensurate with increasing levels of escalation. Technically, it must progress beyond the independently-developed, relatively unresponsive area command peacetime systems.

4-3. Application

a. The ADSAF project (Automatic Data Systems for the Army in the Field) proposes to establish a number of data processing centers throughout the field army and the COMMZ. These will be shelter-mounted, mobile systems with a mobility equal to that of the supported force. Within an eight-division force of a TASTA-70 environment, the data processing facilities may be located as shown in figure 4-1.

b. The ADSAF program provides for three major systems. These are—

- (1) Tactical Operations Systems (TOS).
- (2) Tactical Fire Direction Systems (TACFIRE).
- (3) Combat Service Support Systems (CS₃).

4-4. The CS₃ Component

a. This chapter addresses the third component system of ADSAF—the CS₃ component. The proposed automatic data processing equipment will initially consist of commercially available hardware that has been ruggedized for field use. The equipment will be of a standard design, as will be software, programing language and user-oriented procedures. Though specifically designed for support of theater elements, CS₃ will be compatible with CONUS base data system to simplify reporting and reduce training and support problems.

b. The CS₃ system provides, at all echelons, standardized inputs and outputs with compatible procedures. DOD standards, Army regulations and other DA procedural guidelines will continue to be applicable at all levels. Personnel trained in combat service support functions may operate the system at any level with a minimum of additional training. Operations in both CONUS and oversea units of the army in the field will be standardized to the maximum extent.

c. The CS₃ concept calls for the use of shared data processing facilities. These will be organic to the support command headquarters in the field army in order to eliminate the need for separate operational staffs and to reduce requirements for communications, security forces, and administrative support. Separate functional facilities will be provided in the com-

munications zone for inventory control, movements control, personnel administration, and medical regulating. These separate facilities are necessary because of the volume of transactions at these COMMZ installations.

d. Equipment and systems of STRAF units will be designed so that a unit move from CONUS to any oversea area may be accomplished without significant problems in the combat service support area.

e. Information flow within a TASTA-70 environment is shown by echelon on figures 4-2 through 4-8. The CS₃ plan provides for computer-to-computer data links with remote input/output devices located as shown. The remote input/output devices may be moved from unit to unit according to the desires of the major commanders. Experience with the system may indicate a need for additional remote

input/output devices. In case of failure of communications support, computer centers will operate in an "off-line" mode. This will be accomplished by transporting transactions to the data processing centers by courier. Magnetic tapes or discs, paper tape or punchcards may be physically transported between centers. Although responsiveness will be reduced, the system should perform adequately.

f. While CS₃ provides sufficient data processing capabilities to support an eight-division force engaged in sustained land combat, it is recognized that the actual installations will be tailored to current force deployments, operational requirements and available resources. A prototype test installation has been initiated at Fort Hood, Tex. This will provide for a demonstration of combat service support data systems within a corps headquarters and two component divisions.

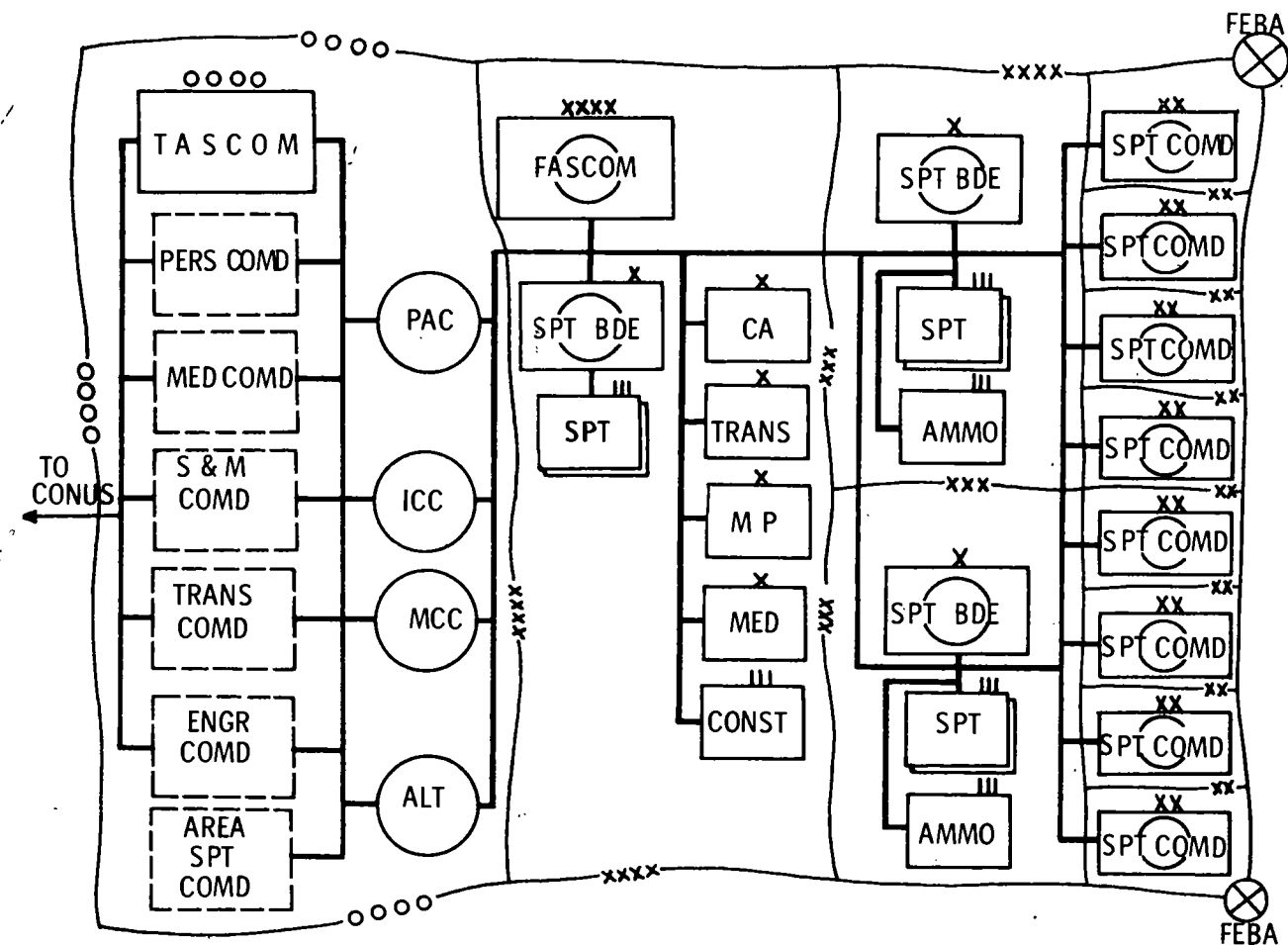
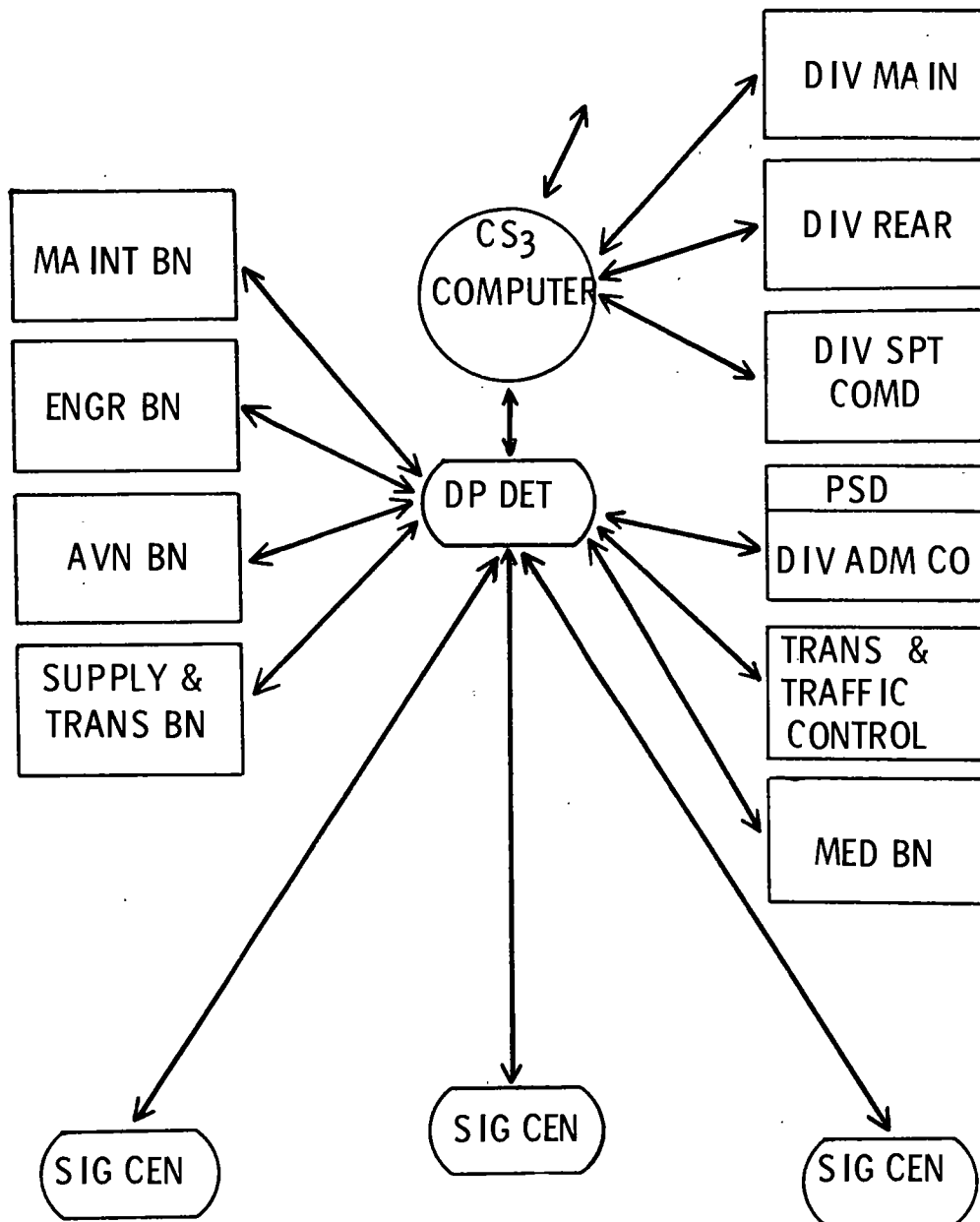


Figure 4-1. Data flow for combat service support supporting an 8-division field army.



NOTE: Remote communications other than those of the Signal Centers will be provided through use of four transceivers and three input/output devices. These will be positioned in accordance with the desires of the CG.

Figure 4-2. Information flow, division level.

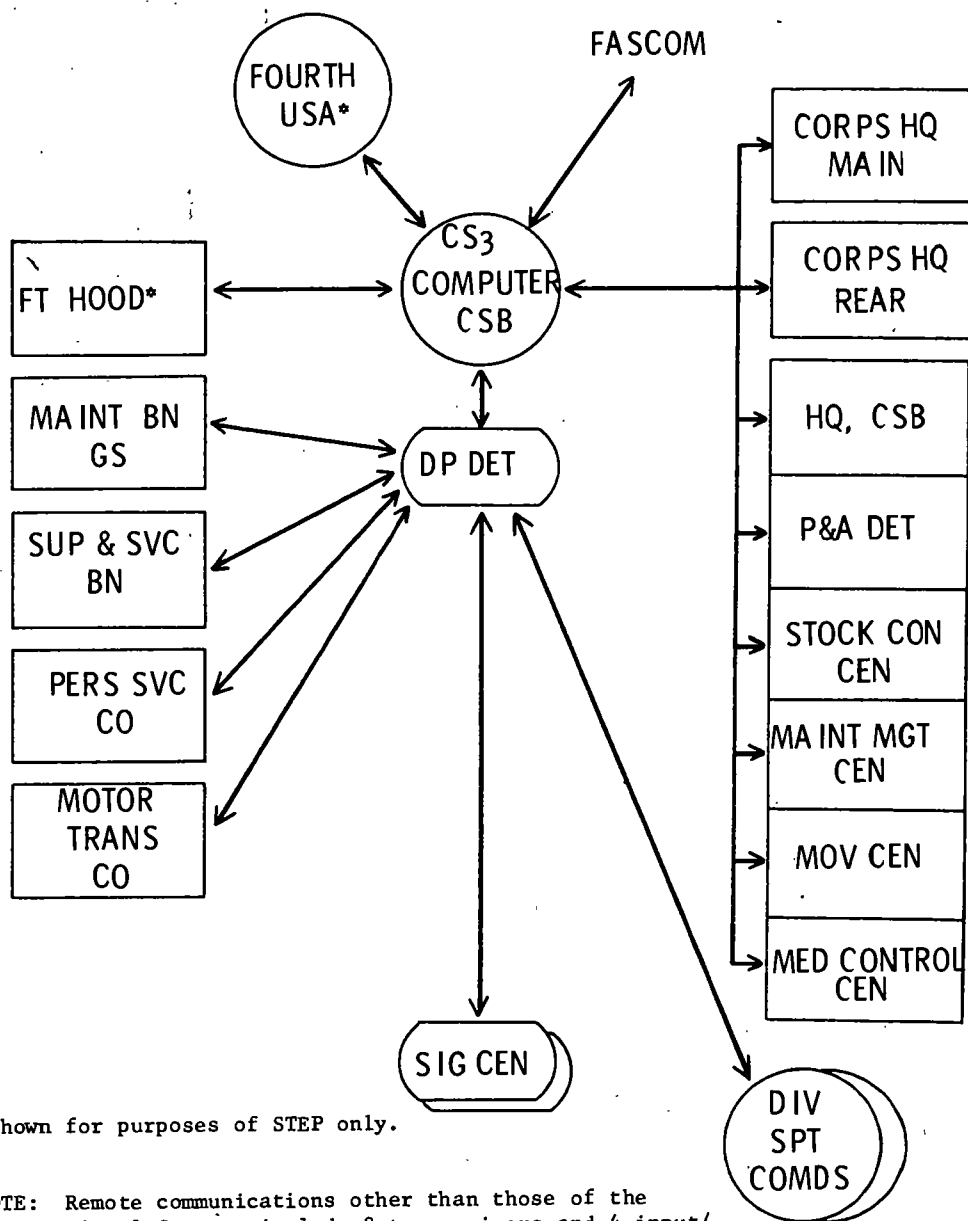
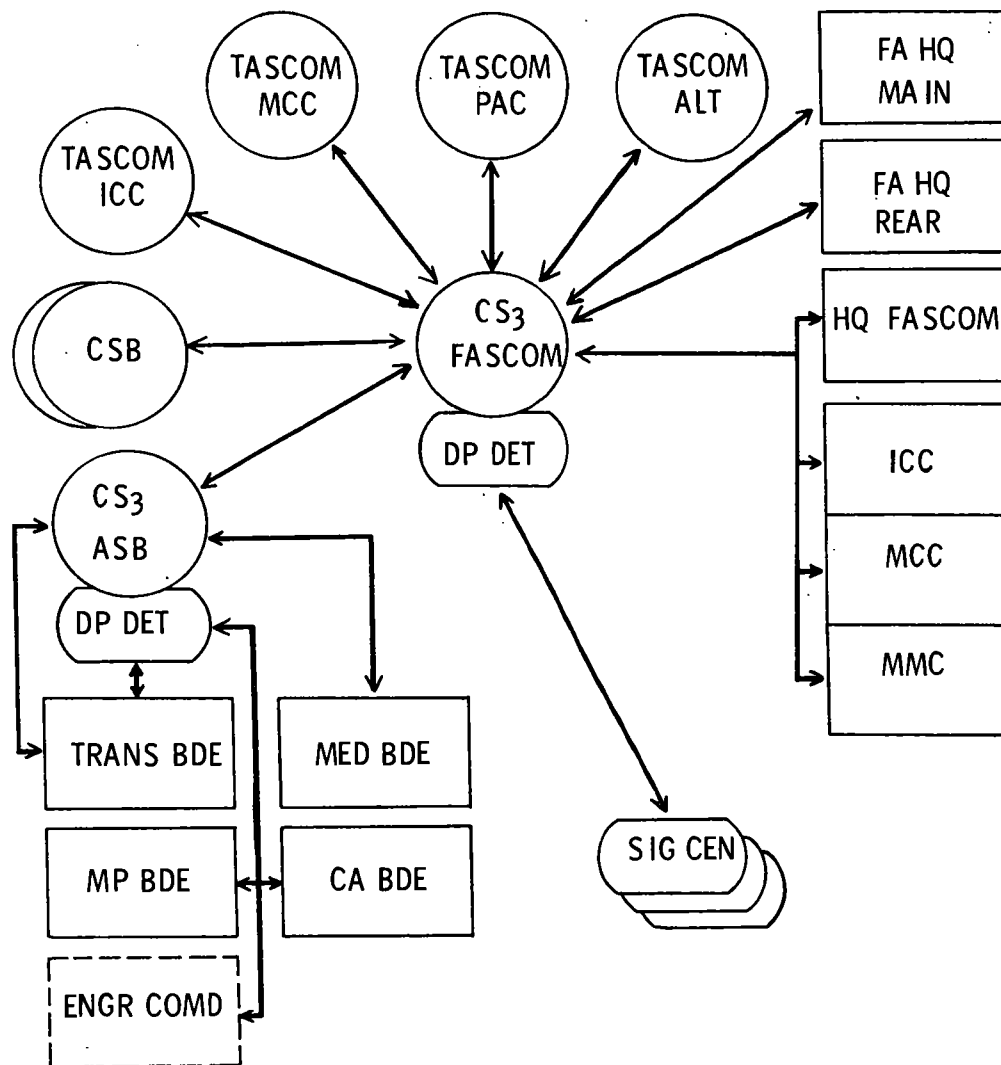
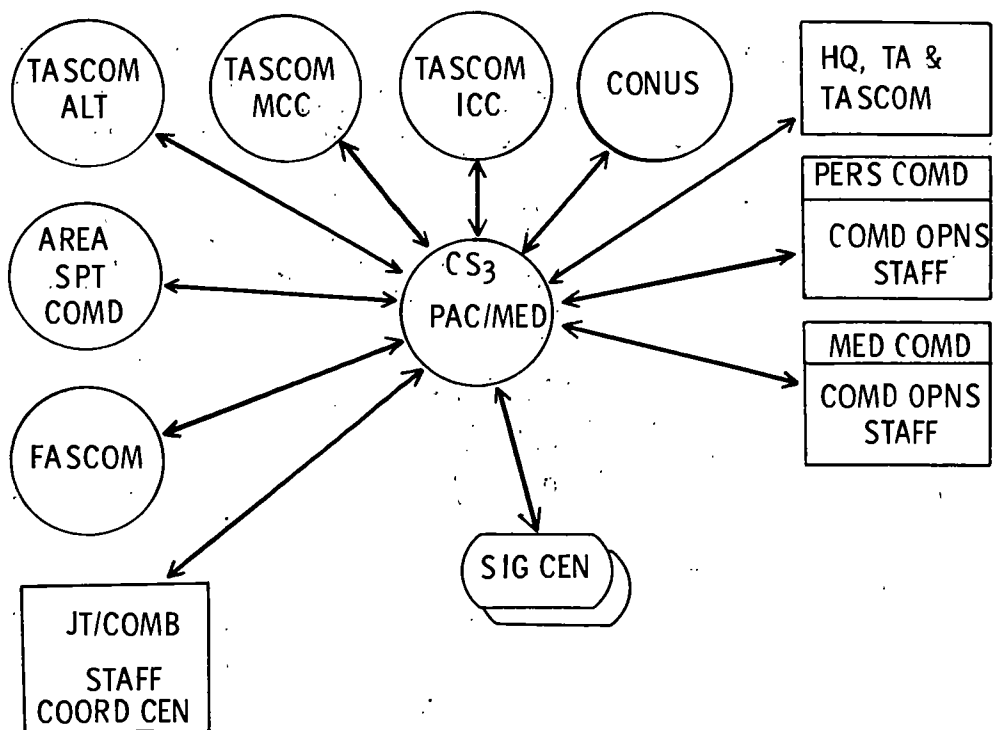


Figure 4-3. Information flow, corps and army support brigades.



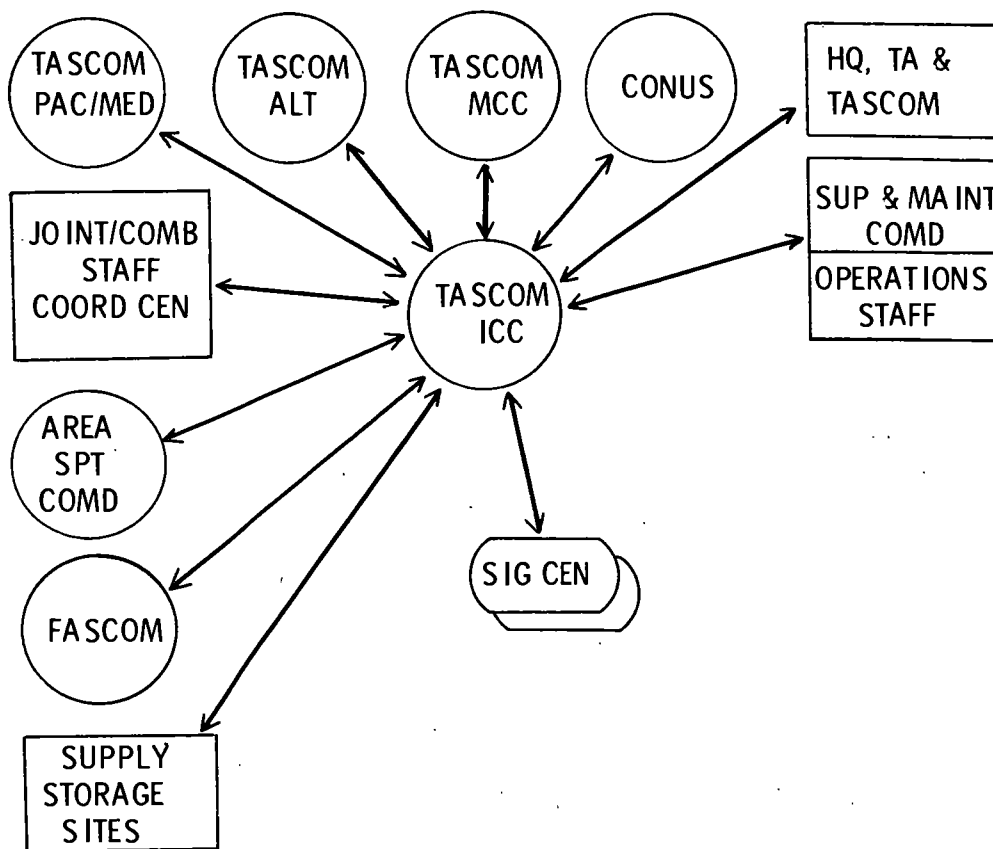
NOTE: Remote input/output devices to be located in accordance with TACS-70 plan.

Figure 4-4. Information flow, field army support command.



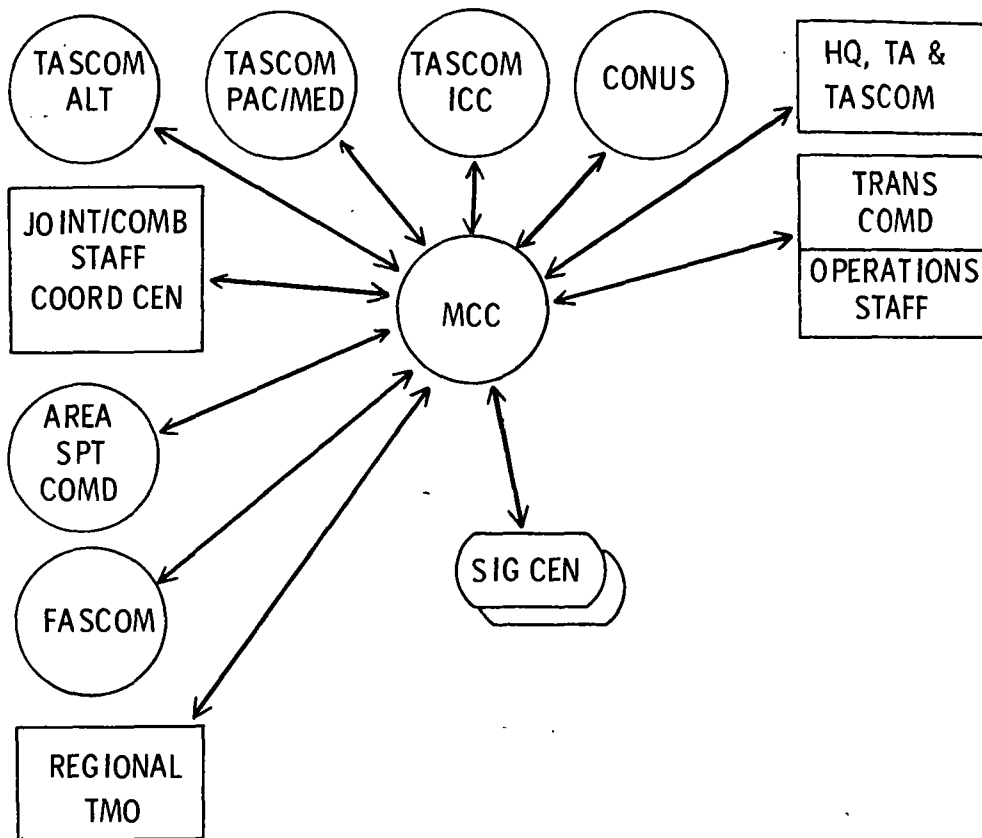
NOTE: The Mission Commands of TASCOM are supported by an information entry and retrieval system that enables commanders and staff officers to readily communicate with the CS₃ data processing complex. The system envisioned operates a number of remote display and printer stations throughout the Personnel and Medical Commands. These remote stations may be employed to handle a number of varied information demands simultaneously and may be adjusted to handle some engineering and mathematical assignments. Printers may be made available to those stations requiring hard copy records.

Figure 4-5. TASCOM—personnel, administration, and medical center information flow.



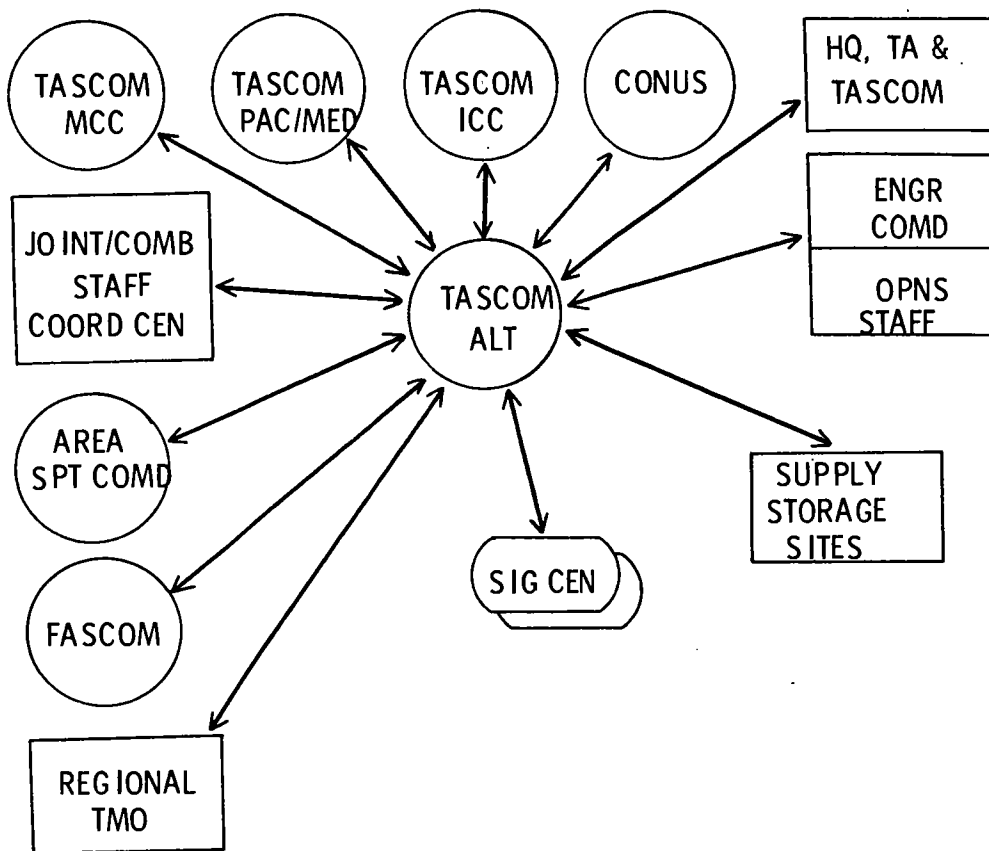
NOTE: The Mission Commands of TASCOM are supported by an information entry and retrieval system that enable commanders and staff officers to readily communicate with the CS3 data processing complex. The system envisioned operates a number of remote display and printer stations throughout the Supply and Maintenance Command. These remote stations may be employed to handle a number of varied information demands simultaneously and may be adjusted to handle some engineering and mathematical assignments. Printers may be made available to those stations requiring hard copy records.

Figure 4-6. TASCOM—inventory control center information flow.



NOTE: The Mission Commands of TASCOM are supported by an information entry and retrieval system that enables commanders and staff officers to readily communicate with the CS₃ data processing complex. The system envisioned operates a number of remote display and printer stations throughout the Transportation Command. These remote stations may be employed to handle a number of varied information demands simultaneously and may be adjusted to handle some engineering and mathematical assignments. Printers may be made available to those stations requiring hard copy.

Figure 4-7. TASCOM—movements control center information flow.



NOTE: The information flow for the TASCOM Alternate Data Processing Center depends upon which center it is replacing. Basic functions include data support of Engineer Construction activities and the support for Rear Area Security and Damage Control functions within TASCOM. The TASCOM alternate may serve as an alternate site for some of the data processing workload of any other data processing facility in the TASCOM. Each of these may serve as an alternate for any other TASCOM center.

Figure 4-8. TASCOM alternate data processing center information flow.

Section II. INSTALLATION PLANS

4-5. Prototype Test at Fort Hood

a. The basic concept of the test is to install automatic data processing equipment systems in CONUS tactical organizations to acquire test data under a variety of conditions. These data will be evaluated against the system design objectives and field test objectives.

b. The following functional areas outline the scope of the initial CS, prototype test installation:

- (1) Supply—all classes.
- (2) Movements control.

- (3) Materiel readiness.
- (4) Personnel management and accounting.
- (5) Military pay (CAMPS).
- (6) Medical services support.

c. Evaluation factors—

- (1) Systems test—a sequence of system evaluation exercises, or scenarios, will provide for a reasonable demonstration of the CS, system.
- (2) In addition to evaluating the application of automation principles to the

combat services support functions, it must be determined if ADP systems can survive in a combat environment. This involves many factors not included in the evaluation of the CS₃ functional designs. However, it is directly related to the equipment and systems used as a test vehicle. These tactical evaluation factors to be considered are—

- (a) Capability of the system to handle combat load volumes.
- (b) Ability of the equipment to meet the transportability requirements of combat conditions.
- (c) Determining if the system can function under equipment and system interruptions that may be anticipated in an operational environment.
- (d) Testing the tactical and area communications system to determine the degree of support that CS₃ may anticipate under combat conditions.

4-6. Other Tests of Automatic Data Processing Equipment

a. During FY 67 several different types of automatic data processing equipment will be tested within elements of the army in the field. One of these field tests is a study of the desirability and feasibility of automating logistic functions on the UNIVAC 1005 card processor. Another field test, the result of the DA Punched Card Modernization Program, tests the feasibility of replacing current EAM equipment with UNIVAC 1005 card processors in the Administration Company of the ROAD Divisions. Still another is the installation of NCR 500's to mechanize the supply operations of Class II and IV repair parts at DSU/GSUs in Southeast Asia.

b. All of the above tests should be completed during FY 67. No extensions of the test period are anticipated because of the FY 68 prototype installation of ADSAF, CS₃.

4-7. Relationship of CS₃ to TASTA-70

a. The CS₃ project is concerned with the detailed technical development of operational

computer-based systems that may be employed by elements of the army in the field. TASTA-70 is concerned with the broader aspects of organizational and operational procedures as shown in the other chapters of this manual.

b. The CS₃ prototype test installation at Fort Hood provides for an austere version of the systems that must be developed to support the TASTA-70 concepts and doctrinal objectives. This initial phase of CS₃ is known as the phase 1A. Additional functions and refinements of initial functions will be developed for Phases II & III of CS₃. These will be similar to those required by the TASTA-70 project. Other functions that will appear in later phases of CS₃ include—

- (1) Complete information retrieval systems.
- (2) Data support of maintenance activities.
- (3) Financial accounting.
- (4) Movement management—all modes.
- (5) Engineer construction support.
- (6) Combat service support management.
- (7) Support of graves registration activities.
- (8) Civil affairs information.
- (9) Support of discipline, law and order.
- (10) Prisoner of war administration.
- (11) Data support of rear area security and damage control.
- (12) Advance techniques of casualty reporting.

c. The test and evaluation of CS₃ has been programed for FY 67 through FY 69. As a result of the evaluation review by DA and DOD, a "Go-No Go" decision on the extension of the system army-wide may be anticipated sometime prior to FY 70.

d. With CS₃ limited to test environment through FY 69, it appears that early implementation of TASTA-70 will require the application of interim ADP systems and hardware. Accordingly, the next section is devoted to a discussion of an interim system that might be employed prior to the worldwide installation of CS₃.

Section III. INTERIM ADP SYSTEMS FOR TASTA-70

4-8. General

As indicated in paragraphs 4-5 through 4-7, it appears that the CS₃ systems and equipment may not be available prior to FY 70. To provide ADP support to TASTA-70 organization during the interim period, several methods are examined below.

4-9. Methods

a. *Implementation of TASTA-70 Units Using ADPE of Other Units.* During the period FY 67 through FY 70, a number of card processor-type automatic data processing installations will be proliferated throughout the army establishment. These will be of the UNIVAC 1005—NCR 500 category referred to in paragraphs 4-5 through 4-7. It appears that some TASTA-70 units may be implemented by using excess (or other than prime shift) time for their applications on equipment that is already in the field. The CS₃ logic for most supply and maintenance (including materiel readiness) functions is available and might be adapted to the UNIVAC 1005—NCR 500 equipment. However, these will not be integrated systems and will more closely resemble earlier manual and punchcard efforts.

b. *Temporary Provision of Alternate Types*

of ADP Facilities. The alternative to using ADPE of other units is to implement TASTA-70 organizations with their own organic data processing equipment. Again, the hardware may be the UNIVAC 1005 or NCR 500's employing CS₃ logic as a basis for programming. These are card processor types of equipment and will be the easiest and least expensive to procure, program and operate. Functions such as supply, materiel readiness, and transportation appear to be likely candidates for such applications. These systems will not be integrated systems, but unique and functionally-oriented with little capability for exchange of information between the data processing installations. This proposal will require a greater number of computers, more communications and more people. However, it provides for a way to implement TASTA-70 units prior to the availability of CS₃ systems and equipment.

c. *Temporary Curtailment of Certain TASTA ADP Applications.* A third alternative may be to indicate that some TASTA-70 ADP applications may not be implemented until there is a CS₃ type data support available. These functions include personnel management and medical services. Meantime, these functions would continue to be performed manually or with use of PCM equipment using COSTAR units.

Section IV. DATA PROCEDURES

4-10. Elimination of Duplication of Data

The CS₃ design is aimed at elimination of duplication of data maintained in files at various echelons. This will reduce the input and communications requirements. The principle of reporting by exception will be employed and summarized data will be provided in lieu of masses of detailed information where summary data will satisfy requirements. The operation and control of logistics and personnel and administrations functions will remain separate. The personnel involved in such operations and control will, essentially, perform as they now do. The automated system is only a tool to aid in the performance of their jobs.

4-11. Basic and Modular Design

Basic design will incorporate an executive/monitor control process and will permit automated process interruption on the basis of input priority and priority scheduling. Priorities and schedules may be modified by the commander by entry of revised parameter data into the executive/monitor. Modular design of the ADSAF CS₃ system provides an advanced technique for the expeditious handling of changing requirements. This concept extends throughout the system design. For example, the CS₃ will be compatible among all divisions, support brigades and FASCOMS. At the TASCOS and theater levels, the system may vary slightly to

support the range and scope of activities that differ from theater to theater.

4-12. Punchcards and Associated Equipment

An ultimate goal of CS₂ is the elimination of punched cards and associated equipment from the army in the field. Cards are required by DOD and DA directives, and at present, this is

the most practicable means of input and output. Studies of alternate methods of input/output will be included as part of exploratory and advanced developments and appropriate QMR and SDR will be initiated as required. Systems design will include a capability that will permit the available data base to be interrogated, and the desired information retrieved on a demand basis by commanders and management personnel.

CHAPTER 5

REAR AREA PROTECTION

Section I. GENERAL

5-1. Introduction

a. The system portrayed in this chapter is new, and it is important that its new features be clearly understood. It is based upon formal recognition of the specific rear area security and area damage control potential already inherent in combat support and combat service support units normally employed in rear areas. It will be necessary to make modifications to unit TOEs to identify their specific capabilities and to add certain equipment (e.g., communications equipment) to make this system workable.

b. Terms used in this chapter that require clarification are as follows:

- (1) *Base*. An area or locality containing installations which provide logistic or other support.
- (2) *Base defense*. The local military measures, both normal and emergency, required to nullify or reduce the effectiveness of enemy attacks on, or sabotage of, a base to insure that the maximum capacity of its facilities is available to our forces.
- (3) *Local security*. The routine security of a base.
- (4) *RAP potential*. Rear Area Protection Potential. When used in reference to a unit, rear area protection potential pertains to that portion of combat support or service support units designed and earmarked to perform a secondary rear area protection mission. RAP potential includes rear area security and area damage control available resources.
- (5) *Rear area operations center (RAOC)*. This is a grouping of function-

ally oriented personnel trained and equipped to keep the area commander informed of the real time situation in his area and of the resources available to cope with emergencies. In addition, the RAOC may provide command and control over forces created to handle RAP problems.

- (6) *RAP task force*. The force created by melding tactical elements and/or the RAP potentials of various combat support and combat service support units under a single command element.
- (7) *RAP mutual support*. That support which units render each other against enemy activities or natural disasters, because of their assigned tasks, their position relative to the enemy or area of damage, and their inherent capabilities to assist in RAP operations.
- (8) *Rear area protection (RAP)*. This is a more precise name for what is currently called rear area security and area damage control. Rear area security/area damage control indicates a distinct set of highly objective, physical acts that will bring about security in the rear while rear area protection is a broader term that indicates subjective political considerations which must also be injected into this total field. The term rear area protection is, therefore, used in lieu of rear area security/area damage control, where applicable, throughout this chapter.
- (9) *Real time situation*. The situation that exists at the moment.
- (10) *Tactical (element)*. This pertains to combat arms resources either allocated

or available for emergency RAP missions.

5-2. Mission and Functions

a. The responsibilities of a commander exercising area control include the mission of protecting the resources of his area from interruptions caused by enemy activities or natural disaster (this does not, however, include provisions for air defense or defense against major enemy actions).

b. The functions involved in rear area protection (RAP) are executed by an area commander based on authority, procedures, and policies delineated in the communications zone by the TASCOM commander and in the field army service area by the FASCOM commander. RAP functions include the following:

- (1) Influencing the organization of a land area to include RAP considerations and delineating subdivisions of the area to fix RAP responsibilities.
- (2) Promulgating command policies pertinent to the control of the people and resources within the area.
- (3) Collecting and disseminating an integrated and accurate estimate of the friendly and enemy situation.
- (4) Planning RAP measures and creating forces to execute the plans.
- (5) Exercising control over RAP forces when activated.
- (6) Integrating or supporting tactical resources when committed to RAP missions.

5-3. Organization

a. The overall organization for rear area protection includes two kinds of elements—

- (1) Those which are permanently assigned RAP responsibilities.
- (2) Those which are assigned RAP responsibilities on an "as required" basis.

b. Elements permanently assigned RAP responsibilities are the FASCOM Army Support Brigade and its groups (for the field army service area) and TASCOM, ASCOM, and Area

Support Groups (for the communications zone). TASCOM, ASCOM, FASCOM, and Army Support Brigade perform general guidance and long range planning functions and are currently adequately staffed and properly organized to fulfill these responsibilities.

c. *Rear Area Operations Center (RAOC).*

- (1) In the TASCOM, a RAOC is assigned to each Area Support group to keep the area commander informed of the real time situation in his area and of the resources available to cope with emergencies. This RAOC provides the detailed planning capability for the area commander as well as command and control over forces created to handle RAP problems.
- (2) In the FASCOM, a RAOC is assigned to each support group in the army support brigade to provide the services enumerated for the area support group in TASCOM.
- (3) RAOCs are organized into four sections as follows:
 - (a) Detachment headquarters which provides supervision over and support to the other RAOC sections.
 - (b) The plans and operations section which services the area headquarters, all tenant units, and adjoining RAOCs with the type data discussed above.
 - (c) The rear area security task force command section which provides inspection, supervision, planning, and command control of RAP rear area security resources.
 - (d) The area damage control task force command section which provides inspection, supervision, planning, and command control of RAP area damage control resources.
- (4) The RAOC normally is assigned directly under an area commander and is further under the general staff supervision of the ACofS or Director, Security, Plans, and Operations, as appropriate.
- (5) Functions and responsibilities are—

- (a) To create RAP forces, plan for their employment, and command them when activated.
- (b) The RAOC also collects, collates, and disseminates information pertaining to real time operations of the area.
- (6) Radio teletypewriter will provide the primary means of insuring adequate communications to forces engaged in RAP operations. The theater army signal communications system will satisfy requirements for flexibility, reliability, survivability, redundancy, security, capacity, and quality. The RAOC TOE provides separate mobile tactical communications equipment for emergencies (fig. 5-1).
- d. The Area Support Group commander is provided one RAOC on the assumption that he will not subdivide his area of responsibility. The group RAOC operates under general staff supervision of the Director of Security, Plans, and Operations.

e. Elements assigned RAP responsibilities on an "as required" basis include those combat service support and combat support elements normally occupying or operating in the field army service area or in the communications zone. These elements are discussed in paragraphs 5-40 through 5-47.

5-4. Command Relationships

a. Command relationships for rear area protection must provide unity of command while preserving simplicity. The urgency of RAP operations demands clear-cut authority understood by all. An area commander's mission is to support his functional tenants and, at the same time, to provide for their mutual protection. He must not, however, permit defense measures to interfere unnecessarily with mission operations.

b. The chain of command for rear area security RAP measures is based on the seriousness of the condition that exists in the rear area (fig. 5-2). The RAP potential is that portion

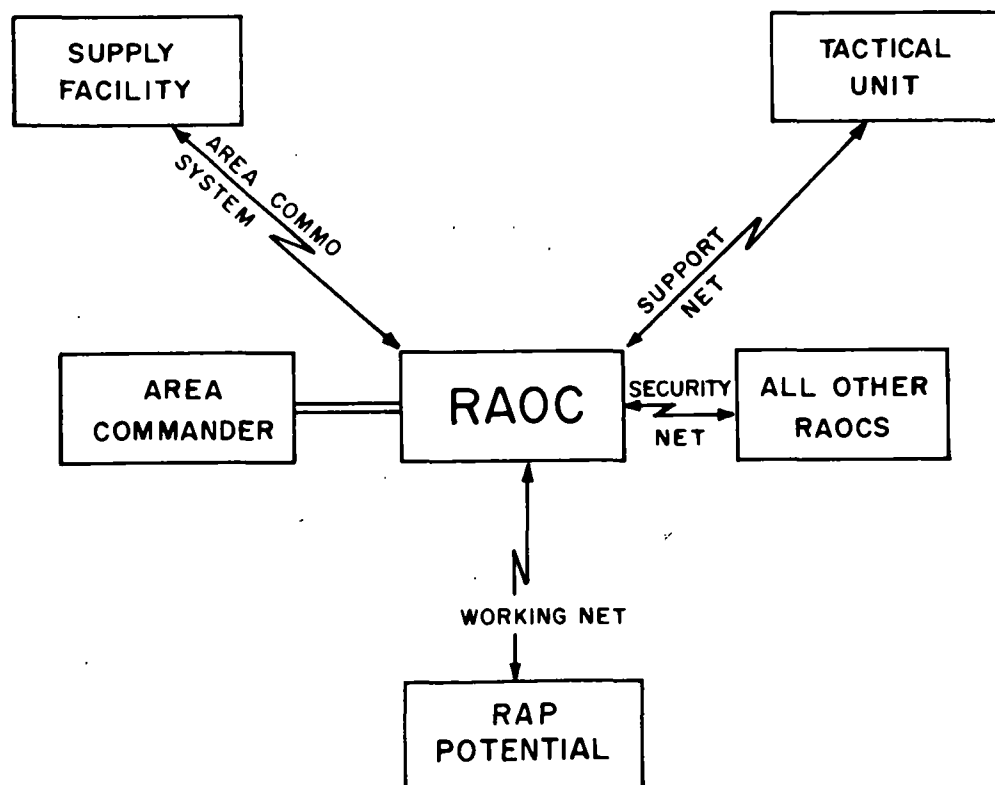


Figure 5-1. Attaining unity of command via the RAOC system.

of a service support unit which is established in its TOE as a normalized RAP capability.

c. The chain of command for area damage control RAP operations is based on the prin-

ciple that the area commander is provided the authority necessary for operational command over units in his area during emergency area damage control operations.

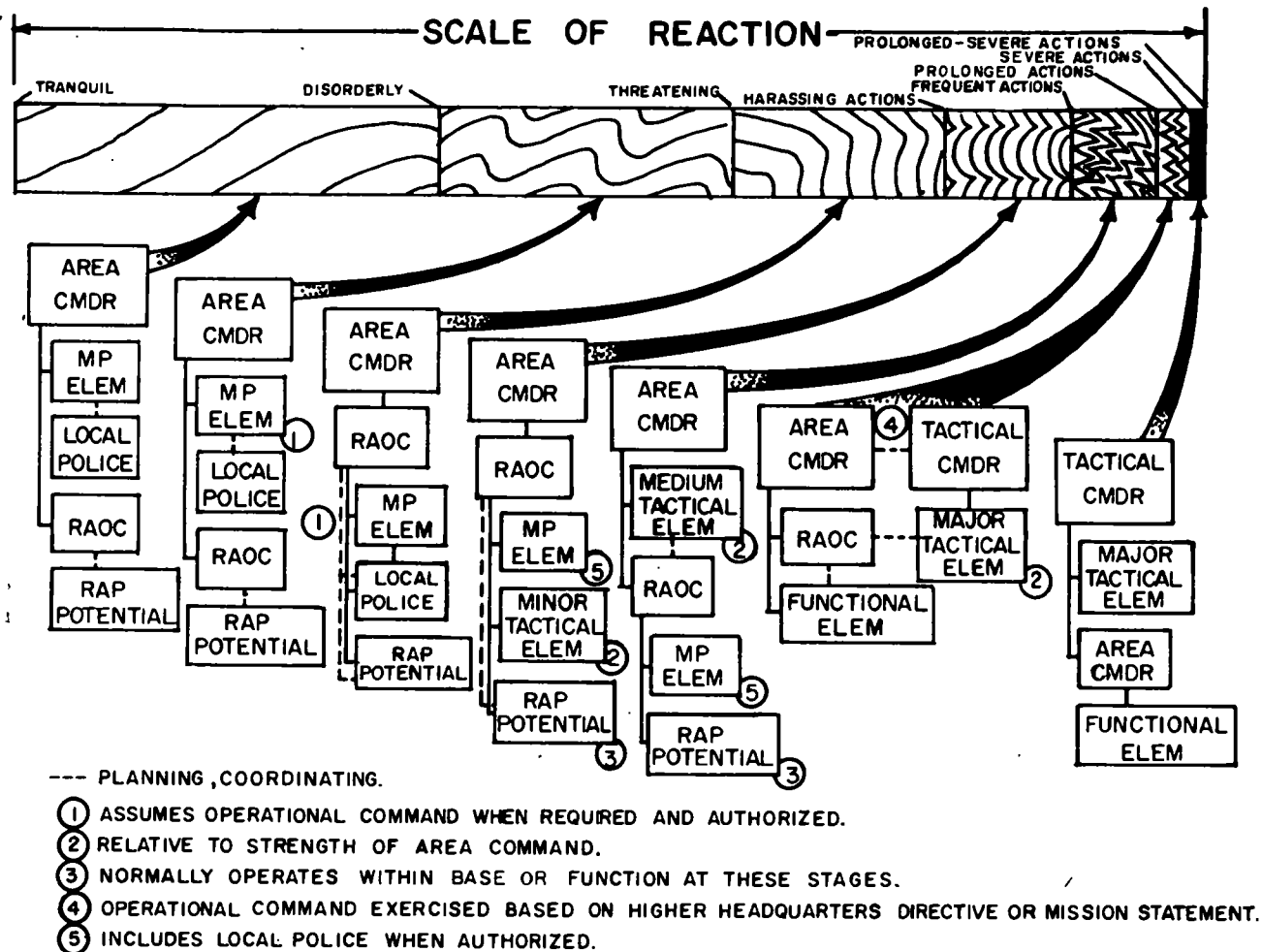


Figure 5-2. Command and control spectrum for rear area protection.

Section II. OPERATIONAL CONCEPTS

5-5. General

Rear area protection includes those short-term, emergency actions which must be taken by rear area elements to preserve themselves. Such actions inevitably interfere to some degree with the primary mission of the elements involved. To avoid unnecessary interference, the following principles must be observed:

a. No army element should be used in a role

or configuration for which it is not principally designed unless such action is unavoidable.

b. When rear area elements are used for RAP purposes, they are normally employed for short periods of less than 24 hours.

c. Combat, combat support, and combat service support units are specifically allocated for rear area protection missions when these hostile actions are frequent, prolonged, or severe.

5-6. Scope

Rear area protection includes all measures taken by an area commander prior to and during the occupation of a land area that bear on the protection of the resources therein. For that commander to execute his RAP responsibilities, organizations and doctrine are set forth in the areas listed below. These areas are discussed in some detail in the remainder of this chapter.

a. Principles of rear area protection, paragraphs 5-7 through 5-16.

b. Control of a land area, paragraphs 5-17 through 5-23.

c. Command policies for rear area protection, paragraphs 5-24 through 5-39.

d. Creating RAP forces, paragraphs 5-40 through 5-47.

e. Command and control, paragraphs 5-48 through 5-54.

f. RAP operations, paragraphs 5-55 through 5-65.

g. Area organization, paragraphs 5-66 through 5-71.

h. Administration and ADPS for RAP, paragraphs 5-72 through 5-79.

i. Organizations and capabilities, paragraphs 5-80 through 5-90.

Section III. PRINCIPLES OF REAR AREA PROTECTION

5-7. General

As with all basic military functions, there are fundamental principles which guide individuals and units involved in rear area protection. This section briefly outlines and discusses each of these principles (fig. 5-3).

5-8. Economy of Force

a. Generally, anything can be secured or provided sufficient damage control resources if enough effort is put into it. However, where any single effort becomes extreme, it diverts essentially needed personnel and materiel from other efforts. Extremes of RAP effort, therefore, can divert units from their primary missions.

b. Individual units in the rear do not normally have the organic capability to protect themselves against relative large scale enemy actions. However, the combined resources of these units (RAP mutual support), properly directed, are sufficient to provide area protection on a short-term basis.

5-9. Priority

a. Resources available to protect personnel, supplies, and facilities must be allocated in consonance with the degree of risk involved. Usually enough personnel and materiel will not be available in the rear to provide the requisite

degree of protection simultaneously to all echelons and activities in the area.

b. An adversary will usually concentrate his limited resources on the most sensitive or vulnerable targets.

c. The Commander having a RAP responsibility must have a means of measuring the various risks he is undergoing and of equating one risk to another. By employing his resources in consonance with logical priorities, the commander will attain a maximum capability through effective use of manpower and materiel. Generally, RAP risk priorities are established by the area commander, based on TASCOM/FASCOM guidance.

5-10. Integrated Protection

a. All RAP measures must be part of an overall effort. The protection of a fuel dump, for example, without securing the means by which that fuel is delivered would constitute a violation of the principle of integrated protection.

b. Whenever possible, indigenous police and paramilitary organizations, as well as the civilian population, are integrated into the total RAP effort.

5-11. Vulnerability

a. A major contributing factor to vulner-

ability in the rear area is the fixed nature of operations. Anything stable for a period of time can be studied by an adversary, and that which can be studied can be compromised. This principle applies to overt defensive measures, such as fences and walls, as well as to covert measures, such as intrusion detection equipment.

b. Base commanders must continually review their protection procedures and consider alterations in these procedures that will preclude an adversary from gaining the detailed knowledge necessary to compromise the base and would limit the extent of damage caused by enemy action or natural disaster.

5-12. Offensive

All security measures must have as an inherent part some offensive capability. Generally, clandestine enemy elements operating in the rear are required to keep their numbers relatively small. Their strength is magnified by the surprise they attain and by their ability to meld back into their natural environment. An adversary gains an advantage if he realizes that his attack will not precipitate offensive counteraction. If he must plan on protecting himself from offensive counteraction, he must increase the size of his unit and the weight of his materiel. He thus increases the possibility of being discovered prior to taking action against rear area activities.

5-13. Command

The success of RAP countermeasures hinges on the last minute melding together of diverse resources. This presents a potential problem involving confusion, indecision, and divisiveness. In order to attain a cohesive RAP effort, the following requirements must be met:

a. There must be a single responsible commander.

b. Geographic areas of responsibility must be clearly defined.

c. An area commander must know his area, including troop strengths, terrain data, intelligence information, and current operations. This information must be presented to the commander in a simple and usable form because

he does not have the means to digest voluminous amounts of information. His needs are for highly distilled, concrete data that will tell him at a glance his situation and his resources.

d. An area commander must be capable of communicating his desires throughout this area. This communications capability must be provided for in the total RAP planning effort. The chain of command will frequently change immediately upon the implementation of a RAP plan. Therefore, normal communications means that filter through various levels of command must be critically analyzed to assure that they are responsible under given emergency conditions.

5-14. Responsiveness

a. All echelons that have commitments in RAP situations have an automatic responsibility to fulfill that commitment rapidly and effectively.

b. Responsiveness may be attained by many different procedures, some of which are listed below.

- (1) An area-oriented communications system not dependent on normal command channels will provide a flexible warning alert system for a larger variation of situations.
- (2) Continuous identification of employable resources will assist a responding echelon in determining which of its elements it is going to commit to an emergency RAP situation.
- (3) Normally, first priority RAP elements should possess their own mobility. Responsiveness is lessened when mobility must be provided a responding element from outside resources.
- (4) Flexibility in employment tends to increase responsiveness. Thus, although the planned commitment of resources from a base might identify a team with a single function, that team might well have capabilities in several other areas and these capabilities should be known to both the unit and the RAOC. For example, a rifle squad consisting basically of

riflemen from an engineer unit might also have the skills required to perform as a rescue team or labor team in a damage control mission.

5-15. Planning

It is not feasible to plan for all conceivable contingencies in the rear area. The following precepts should guide all plans:

a. Plans must be kept as simple and as general as possible.

b. Only the minimum number of plans should exist. Large numbers of plans will confuse smaller elements and create delay and confusion.

c. Plans should be oriented toward the most

effective organization of the service support forces present. The conduct of the forces subsequent to their creation is generally left to the designated commander.

5-16. Supervision

a. Because RAP is a secondary type mission for combat service support units, the headquarters charged with a RAP responsibility must insure that the RAP missions of these units are not neglected.

b. Supervision sometimes results in new administrative and operational procedures, complicated SOPs, and cumbersome plans. Supervision in RAP must maintain simplicity by making the minimum number of existing plans workable.

ECONOMY—SAVE STRENGTH TO USE WHERE NEEDED.

PRIORITY—PROTECT THAT WHICH MUST BE SECURED.

INTEGRATION—EACH PART OF PROTECTION IS PART OF A TOTAL PLAN.

VULNERABILITY—CONCENTRATE ON CORRECTING WEAK POINTS.

OFFENSIVE—AN INHERENT PART OF ALL SECURITY IS AN OFFENSIVE CAPABILITY.

COMMAND—COMMAND LINES MUST BE CLEAR AND SIMPLE.

RESPONSIVENESS—IMMEDIATE RESPONSE IS THE GOAL.

PLANNING—KEEP PLANS AND ORGANIZATIONAL STRUCTURE SIMPLE.

SUPERVISION—TO MOST, THIS IS AN ADDED DUTY. SUPERVISION TAKES ON EXTREME IMPORTANCE.

Figure 5-3. Principles of rear area protection.

Section IV. CONTROL OF THE LAND AREA

5-17. Purpose

This section outlines doctrine, policies, and procedures pertinent to those steps that will

enhance the control of the land area and will reduce primarily the requirements for rear area security measures and to a lesser degree area damage control measures.

5-18. Preoperational Considerations

Prior to the conduct of military operations in any given geographical area, that area should be analyzed in terms of potential rear area protection problems and requirements. Normally, area-oriented information may be obtained for this purpose. This data is analyzed from an operational standpoint, but a separate and distinct analysis must be accomplished for isolating the threat to RAP functions and for defining the best possible countermeasures.

5-19. Planning

Rear area protection problems generally come about as tactical forces move forward and leave void areas far in excess of the geographical requirements of service support units. In addition, it is generally after completion of active combat operations in any given area that enemy organizations are formed to threaten service support resources in the rear. Although it is difficult to foresee exactly what the RAP requirements will be, planning must be generally aimed at countering the worst possible threat. The underlying reason is that it will be easier to cut back on requirements than to increase requirements on short notice.

5-20. Rear Area Security Conditions

Conditions in the rear have an impact on force structure and command arrangements for rear area security RAP operations as well as on command policies. The following conditions are examples for rear area security conditions and serve only as a basis for discussion (fig. 5-2).

a. Tranquil to Disorderly. In this condition, a high degree of area control exists and is interrupted only by a manageable number of individual, uncoordinated violations of laws, orders, and regulations.

b. Disorderly to Threatening. In this condition, the degree of disorderliness indicates a widespread contempt for civil forces controlling the area. Gangs or groups have formed and operate against civil institutions with impunity. No significant activities are directed against the military establishments.

c. Harassing Actions. Isolated, limited har-

assing actions are taken against military forces operating in the area. The actions are significant only because they represent the first overt resistance experienced by or against military forces. More frequent repetition of harassing actions may indicate a definite pattern of resistance. If the frequency requires deliberate defensive actions, these measures begin to detract from the full capabilities of service and support resources.

d. Prolonged Actions. In this situation, either frequent or infrequent sustained actions are taken against "soft" bases. These actions last for an hour or more and include minor holding actions against service support elements but not against tactical resources.

e. Severe Actions. Severe actions are clear attempts to attack and destroy a given base area. They include the short-term holding of an objective and force the commitment of emergency tactical resources.

f. Prolonged Severe Actions. A new combat area is established.

5-21. Numerical Relationships for Rear Area Security Conditions

Numerical relationships between military strengths and the conditions described above are estimated as follows:

a. Tranquil to Disorderly. Not more than 2 percent of the total military strength in any given area is involved in matters relevant to the maintenance of law and order. For military police, however, this condition requires about 50 percent of their effort. In this situation, each base secures itself with less than 15 percent of its people involved in security for any given 24-hour period.

b. Disorderly to Threatening. In this condition, the major military police effort is on law and order. About 3 percent of the troop population (75 to 85 percent of the military police effort) is devoted to this effort. There is no impact on other service support resources.

c. Harassing Actions. Here, 100 percent of the military police effort is directed to security and population control. Service support resources begin to experience an adverse effect

on their missions due to the need to provide additional local security. This adverse effect approximates a 10 percent reduction in services and support. If harassing actions become frequent, all military police resources plus some tactical resources will be needed to keep the service support effort at 90 percent effectiveness.

d. Prolonged Actions. Here bases are destroyed. In a given functional area there is 100 percent cessation of service support activities for up to 24 hours. There is 25 percent reduction in all other support functions in the vicinity for the same period of time because of the requirement to support the RAP mission.

e. Severe Actions. Here tactical resources are required on a continuing basis to maintain the percentages in *d* above.

f. Prolonged Severe Actions. In this situation there is generally a 25 percent reduction in all service support activities and significant tacti-

cal resources are required to prevent further reduction.

5-22. Area Damage Control Conditions

Area damage control conditions encompasses a wide range of situations which may vary considerably in degree of destruction and its impact on the overall military effort. At the lower end of the scale, a local unit or installation may exercise full control over damage control operations utilizing its own available resources. At the other end of the scale, damage may be so severe as to require a complete outside damage control task force to satisfy necessary requirements.

5-23. Numerical Relationship for Area Damage Control Conditions

The amount of effort required for effective area damage control operations will depend strictly on the extent and type of damage experienced.

Section V. COMMAND POLICIES

5-24. General

Higher command echelons must constantly keep in mind that lower level units initially cannot be expected to possess detailed knowledge concerning the geographical area, political considerations or mores in the area in which they are operating. Higher echelons must, therefore, issue clear, concise, and correct instructions to subordinate units so that a high degree of uniformity of conduct and treatment, particularly in relation to indigenous personnel, will exist throughout the entire national area under consideration.

5-25. Purpose

This section outlines the critical measures that should be taken by higher commands if stability in a geographical or national area is to be preserved.

5-26. Command

The maintenance of clear-cut lines of command and authority must be emphasized by higher headquarters. Normal byproducts of

mixing military and political controls in an active operational situation are confusion and indecision brought about by the simple fact that it is difficult to determine who is in charge. There must, therefore, be clear-cut lines of authority and these lines must not only be understood by military personnel but must also be understood by the population as a whole.

5-27. Command Relationships

Within the TASCOM and FASCOM areas, there are tenant units that are subordinate to a commander other than the designated area commander. The area commander, however, is responsible for rear area protection measures for all units in his area. Relationships between the area commander and commanders of tenant units must be clearly promulgated by higher authority. This action is accomplished by the field army or theater army support command commander in a basic rear area protection policy document. The major consideration is that, unless otherwise excepted by priority designation (para 5-28), all units become

responsive to an area commander when that commander declares an emergency.

5-28. Unit Priorities

The field army or theater army support command commander assigns RAP priorities to types of units. These priorities serve to inform area commanders of what degree of participation they may plan on for the various echelons tenanted in their areas. Priority designations normally used are as follows:

a. *Priority RAP-I.* Units, bases, or facilities in this category may be called on by area commanders to participate within reported capabilities and to provide assistance in other areas or subareas in rear area protection measures for periods of up to 24 hours. Normally, this priority designation and consequent authority presupposes that not more than 25 percent reduction in the unit's service or support will result from its participation.

b. *Priority RAP-II.* Units, bases, or facilities in this category may be called on to participate in rear area protection measures but their participation cannot involve movement away from their bases. Thus, these units may be required to double or triple their local security measures for periods up to 24 hours in order to release forces provided by the area commander for higher priority missions.

c. *Priority RAP-III.* These units either do not have the capability or are of such a highly critical nature that their participation in rear area protection measures is not possible. The area commander must provide additional security and protection for these units.

5-29. Area Definition

a. Command policy must spell out the precise meaning of terms used to define areas. Suggested terminology or designations of areas are as follows (see also para 43, FM 31-16):

(1) *Critical area.* Because of geography, terrain, deployment of units, or conduct of operations, this area is among the most critical areas. Its loss, neutralization, or interdiction allows no alternate operations and would significantly impact on major service

support functions. If there are concrete indications of the enemy becoming active in this area, it is classified as an "unsafe critical area."

(2) *Priority area.* This is the same as a critical area, ((1) above) except that within an acceptable amount of time, functions can be taken over by an alternate area without an immediate significant impact on the total service support capability. If there are concrete indications of enemy activities, this area is classified as "unsafe priority area."

(3) *Controlled area.* This is primarily an access area through which supplies move. It is the best area for its purpose but rerouting through other areas offers no major problems. If there are concrete indications of enemy activities, the area is classified as "unsafe controlled area."

b. The definitions above may be applicable in insurgency operations as well as in conventional rear area protection operations. Adjustments to the definitions will be made in the basic RAP policy statement. In addition to defining the various types of areas, the field army and theater army support command commanders also spell out the impact each designation has in relation to the following considerations:

(1) The relationship between an area commander and tenant units, indigenous military authorities, and civilian authorities.

(2) The relationship between an area designation and the meaning assigned to previously defined priorities.

(3) The impact of each definition on population and resources control measures and the limits of U.S. authorities to impose such measures.

(4) The impact each definition has on minimum security requirements for both area commanders and tenant units.

(5) The impact each definition has on the existing command control arrangements for rear area protection as well

as the transition from service support to tactical control.

5-30. Use of Tactical Resources

The basic command policy recognizes that the use of combat service support resources for tactical security missions is uneconomical and that use is made only because tactical resources are not normally available in the field army service area or in the communications zone. However, whenever tactical resources are situated where they provide a RAP potential, authority will be provided the area commander to call on these resources. Such authority, however, must be frequently modified by major commanders because tactical resources will not normally operate in any given area for a prolonged period. The command policy on utilization of tactical resources for RAP is normally promulgated by the assignment of an appropriate priority to these units (resources) each time they occupy a new base.

5-31. Transition of Command and Control for Rear Area Security Conditions

(Keep fig. 5-2 in view.) The basic RAP command system in TASTA is functionally oriented. The area support system is designed to service and support tenant units as long as the area in which the tenants are operating is secure. There are degrees of security and, as the area becomes less secure, area command and RAP will become primary considerations as outlined below.

a. Tranquil to Disorderly. In this condition the area commander controls both the RAOC and his military police. The RAOC plans and coordinates with the RAP potential elements possessed by units in the area and the military police plan and coordinate with the indigenous police, if applicable.

b. Disorderly to Threatening. Military police, if authorized, take full control of indigenous police operating in the area. This condition is the first sign that the local police are incapable of handling the threat and need additional support and control.

c. Harassing Actions. United States forces

in the rear are subjected to limited attacks. A small, integrated RAP response force is required. The RAOC takes over necessary military police on a full-time basis and the RAP potential for specific incidents. Additional military police allocated from the MP brigade serve either in a GS, DS, or attached role.

d. Frequent Harassing Actions. In this situation it is uneconomical to use service support resources for other than their own local defense. The situation, however, may justify use of small tactical elements commanded by the RAOC.

e. Prolonged Actions. In this situation RAP and tactical elements are too large for the RAOC to control. Control, therefore, is exercised directly by the area commander over both the RAOC and tactical elements. The RAOC serves as a tactical operations center (TOC) for the area commander.

f. Severe Actions. During severe actions, the area support command commander or the FASCOM commander exercises operational command control of all tactical, combat support, and combat service support elements in the affected area.

g. Prolonged Severe. This is essentially a second front. A tactical task force commander exercises operational command and control over all resources in the area.

5-32. Basic Assumptions

There may be considerable difference in the degree of emphasis placed on rear area protection by various area commanders. Such differences can arise because area commanders are widely separated and each possesses different unit structures and strength. To establish as high a degree of uniformity as feasible, command policy will include assumptions oriented to the conditions that might be expected to exist in each area involved. These assumptions include such matters as—

a. The most probable yield of nuclear weapons that will be used against resources in the army service area and in the communications zone.

b. The size of enemy ground attacks which

area commanders are expected to counter with existing resources.

c. The frequency and duration of rear area incidents which combat service support resources must be able to handle.

d. The minimum amount of time that selected or predesignated deliberate tactical resources will require to relieve excessive pressure on rear area facilities.

5-33. Indigenous Personnel Policies

a. Senior command policies spell out the authority and limitations of area commanders in relation to indigenous personnel residing within their areas. Generally, these policies vary with the designation of a given area as critical, priority, or controlled. Considerations in establishing these policies are as follows:

- (1) In critical or unsafe areas, the local area commander is given authority to establish curfew, circulation control, resources control, and similar policies as dictated by his requirements.
- (2) In priority areas, the area commander has somewhat less authority but is still given only broad guidance in indigenous personnel matters.
- (3) In controlled areas, the area commander pursues policies established by the highest authority feasible.

b. In addition to explaining the relationship between military forces and the indigenous population, command policy also reflects the priorities and degree of use of indigenous resources and personnel authorized within the previously defined areas. Examples in this respect are as follows:

- (1) To the extent authorized, in critical and priority areas or any unsafe area, indigenous police elements are integrated as fully as possible into the military police effort in order to provide the area commander with a single integrated and responsive police effort.
- (2) In controlled areas, indigenous police retain a higher degree of autonomy although a close and continuing rela-

tionship exists between them and the military police.

- (3) In critical and priority areas, the priority for labor is given to the area commander for the purpose of security guard and construction of security barriers and devices.
- (4) In controlled areas, the priority for labor goes to functional elements in consonance with policies recommended by the FASCOM and TASCOC commanders.

5-34. Allied Forces

a. Normally, theater or higher command pronounce in clear, concise terms the general relationships between forces of diverse allied nations occupying the same geographical area. At a minimum, a single RAP command structure is provided within any one area. This command structure attempts to unify the diverse forces to the maximum degree feasible. Its efforts in this regard are often hampered by language, communications, doctrinal, and philosophical differences. These problems and others may be overcome by—

- (1) Recognizing national affinities and permitting homogenous elements to operate together.
- (2) Combining units only where a clear and evident desire or requirement exists.
- (3) Cross assigning of personnel when appropriate.
- (4) Organizing area and subarea responsibilities along lines of national affinity.
- (5) Capitalizing on the effects of a RAP situation resulting in adverse effects to tenants within an area.
- (6) Effective liaison.
- (7) Integrating, at a minimum, a mutually supporting warning system.

b. Forces of a host nation are generally effective in RAP missions. This knowledge of an area, its language, and customs present a distinct advantage to an area commander. All

possible efforts are taken to effectively utilize this asset.

5-36. Support to the Area Commander

The field army and theater army support command policies relative to rear area protection will outline the support that will be provided from resources not normally allocated to area commanders. For example, an area commander will not normally have sufficient resources to conduct reconnaissance and surveillance activities over the entire geographical area for which he is responsible. In this instance command policies will provide for assistance as requested by the area commander (para 5-66 through 5-71).

5-37. Police Authority

The authority and limitations of the power of indigenous police forces will vary from complete control by the occupying power to coordination and liaison in allied or friendly areas. Command policy must recognize its authority and its limitations as to its relations with indigenous police forces. Police brutality, carelessness, or indifference to the people must never be tolerated in controlled areas and discouraged in other areas.

5-38. Protection of Property

Command policy must clearly establish procedure in controlled areas by which the property of cooperative individuals is protected. The records concerning land holdings, financial resources, and similar important documents must enjoy immunity from arbitrary police actions.

5-39. The Political Wedge

Overemphasis on the purely mechanical techniques of isolation, such as blockades and patrols, will too often result in an expenditure of manpower to the degree that the enemy's objective is met. An essential part of the total action against enemy activities threatening rear area protection is the creation of a political wedge between those involved in these activities and the majority of the population. Recognizable results of this type of program will generally not be realized immediately. However, the program to create such a wedge must be vigorous and must be designed to prove that tranquil areas enjoy relatively high standards of living. The political wedge program must be aimed at problems of primary concern to the inhabitants of the area. Normally, local inhabitants want to be reassured concerning food, shelter, clothing, and social reforms.

Section VI. CREATING FORCES FOR REAR AREA PROTECTION

5-40. General

In creating forces for rear area protection, an area commander must first determine what is available and what is required. He then organizes the area RAP task force using the RAP potentials expressed in the TOEs of elements located in his area (fig. 5-4). Normally, it is assumed that a unit will be able to provide its RAP potential unless an exception report is submitted to the rear area operations center (RAOC).

5-41. Determining Resources

When a military (DOD, Army, Navy, or Air Force) unit occupies a piece of ground in the COMMZ or field army service area, it reports its status to the RAOC controlling RAP measures for that area. This report for Army units

is generally limited to identifying the unit, its TOE number, and its location. The RAOC queries the data processing center on a routine, scheduled basis for an extract of preprogramed data expressing the normal rear area protection potential of that Army unit as well as its priority and current or modified potential. Other units and activities will provide their identity, location, rear area protection potential and priority to the RAOC.

a. Operational considerations will modify the normal potential of units. Responsibility for reporting such modifications rests with the unit rendering the report.

b. Where a unit is part of a base or group of units, it renders its status report through the commander or security officer of that group or base. The base commander develops the total

base rear area protection status report as required and submits it to the RAOC.

c. A RAP element provided to a RAOC for rear area security is generally a platoon or larger force and contains its own leadership. When avoidable, individuals or squads are not called on by the RAOC for separate employment.

d. A RAP element provided to a RAOC for rear area damage control is generally a squad or platoon and contains its own leadership. Duties associated with normal functional mission are utilized whenever possible.

e. Unless otherwise reported by the parent unit, all RAP units possess their own command control, mobility, communications, and firepower.

5-42. Type RAP Elements

The three general classifications of RAP elements are security, damage control, and support. Although some service or support units have a potential to create more than one type of element, they are normally called on to activate only one element at any one time. Types of RAP units are shown in figures 5-5 through 5-10. Standard security elements for rear area protection are relatively small in order to ease command control and communication problems created by the combining of diverse elements. Operations for these elements are discussed in paragraphs 5-55 through 5-65.

5-43. Tactical Resources

a. The TASCOM and FASCOM commanders request tactical resources when, in their judgment, the net effect of enemy rear area activities is beyond the limited capabilities of combat service support resources. Considerations affecting this decision include the following:

- (1) *Frequency of activities.* Regardless of intensity, frequent RAP problems will require counteractions so often that service support missions may be hampered beyond an acceptable degree and out of proportion to the enemy effort or effectiveness.
- (2) *Intensity of activities.* Service support resources cannot normally cope with

intense activities. The firepower and combat skills necessary for complex and coordinated tactical operations are usually not found in service support units.

- (3) *Prolongation of activities.* Enemy activities that require prolonged countermeasures will best be resolved by employment of tactical resources. Service support resources should only be used to eliminate the adversary quickly or to maintain contact with him until tactical counteractions can be employed.

b. When tactical resources are available for RAP purposes, special attention must be given to command and control. Considerations in this respect are as follows:

- (1) Normally, in the initial stages of any RAP operation, the RAOC exercises command and control over all resources participating. When tactical activities and forces become the dominant consideration, however, the area commander personally directs both the RAOC (representing service support resources) and the tactical elements in the area.
- (2) When tactical activities increase in scope, frequency or intensity, rear area protection operations are directed from the highest participating tactical element. The RAOC acts as a cooperating agency supporting tactical elements with information and resources. The RAOC also serves as a link between tactical forces and service support elements.

c. The transition of command and control for RAP operations to or from tactical resources is specified in command policies (para 5-24 through 5-39).

d. For an area commander to know the friendly and enemy situations, a reporting system is established as discussed in paragraphs 5-72 through 5-79. Based on these situation reports, the area commander builds his "minuteman" (RAP) force to best meet his requirements.

5-44. Building the Task Force

a. It is proposed that the TOE supplement of most combat support and combat service support elements contain a manning chart reflecting the normal rear area protection potential of that element. The total RAP potential of all units in an area can then be determined by the RAOC normally through the automatic data processing center or, if necessary, by manual procedures.

b. Once the total area potential is determined and confirmed by coordination, the RAOC develops RAP companies or other suitable elements and organizes them into the overall RAP task force.

c. The RAP task force is generally two standby organizations; one for security and one for damage control. Many units and individuals may be members of both organizations; hence, from any one unit, either the damage control or the security echelon is activated, but seldom both.

5-45. Building the Rear Area Security RAP Company

Platoons are formed to make companies of a task force. The company is designed by the RAOC. Command control of the company is provided by units charged with this responsibility in their TOE supplements. Critical considerations in organizing RAP forces are as follows:

a. *Unity of Command.* In the creation of RAP forces, unrelated and unfamiliar groups are brought together. Every effort must be made to retain unit integrity while structuring task force companies. Steps that will assist in this regard are as follows:

- (1) When possible, a RAP company should consist of a number of platoons from one facility or element.
- (2) To facilitate coordination, training, and rehearsing of the company, platoons must have geographical proximity.
- (3) Platoons of the same branch can be combined more smoothly than those of different branches.

b. *Priority.* The platoons making up one RAP company must have the identical priority for employment. Diverse priorities may preclude activating the full company for a RAP mission at one time.

c. *Vulnerability.* When forming a RAP company, the area commander must consider the impact its activation will have on the vulnerability of the source units. To compensate for any increased vulnerability, the area commander may take such steps as the following:

- (1) Place priority II and III elements on working-standby; i.e., the elements continue their missions but must be ready to respond to an emergency within the time specified by the area commander.
- (2) Increase patrolling and surveillance in particularly vulnerable areas.
- (3) Request that higher headquarters adjust requirements to meet current capabilities.
- (4) Relocate indigenous police resources in light of the new threat.
- (5) If authorized, tighten population control measures in the danger zone.
- (6) Warn priority III elements of impending danger.

d. *Offensive Potential.* The main value of a task force is its offensive potential. The newly created element is made from resources outside the area immediately affected by attack and, therefore, it has freedom to assemble, maneuver, and attack.

5-46. Indigenous Elements

Generally, rear area protection measures involve the use of indigenous police and paramilitary and military elements. To avoid confusion, early clarification of the positions, responsibilities, and authority of these elements in emergencies is mandatory. Many of the fundamentals outlined above apply. Additional special considerations are as follows:

a. Indigenous elements must be totally responsive to the task force commander.

b. Caution must be exercised in the assignment of indigenous elements to tasks requiring

specialized equipment. These elements will seldom have protection from chemicals or training in radiation hazards. Area commanders will provide selected critical items of equipment as required to make an indigenous element responsive. Particular emphasis should be given to the following areas:

- (1) Communications, both for warning and operations.
- (2) Individual protection from radiation, chemicals, and severe weather.
- (3) Tools.
- (4) Rations and shelter during operations.
- (5) Requirements for indigenous labor.

c. Normally, the indigenous society in an area of military operations exists on an austere basis. Considerations of the impact the use of indigenous resources in RAP operations might have on the future tranquillity and viability of the society must not be overlooked. Critical resources are most generally as follows:

- (1) Medical personnel and facilities.
- (2) Police elements.
- (3) Public transport means.
- (4) Food, housing, and clothing.

d. Legal restrictions will vary widely depending on the status of the population. Area commanders should consult with judge advocate and civil affairs representatives to clarify these restrictions prior to integrating an indigenous effort into RAP functions.

5-47. Considerations in Building the Task Force

RAP task forces are constructed from military and indigenous subelements. The size and number of task forces are best determined by a projection of the most probable requirements indicated by intelligence and other reports. However, other considerations are critical in

this determination, some of which are as follows:

a. A task force must be manageable by the command control resources available in the area.

b. In larger areas, separate and independent task forces can be formed to offset reduced response times brought about when units must travel great distances to react.

c. Each base or potential target must be covered by a task force or a plan. Normally, a task force has several bases or target areas for which it is responsible. However, the force is generally employed in only one area at a time (para 5-55 through 5-65). If area RAP resources cannot cover a base or target area, plans must provide for outside assistance.

d. Task forces should be made no larger than necessary. Regardless of their minuteman nature, the requirements placed on them represent a drain on the energy and resources of the area. This drain must be minimized to the point of meeting only the most realistic threats.

e. A task force is a melding of many elements from diverse sources and locations. Its basic nature, therefore, hampers responsiveness. Concrete steps must be taken in the initial structuring to overcome this potentially critical problem. Key points in this regard are as follows:

- (1) A task force must be able to act while it grows. It is not practical to delay action pending arrival of the slowest element.
- (2) The task force command control element must have the highest degree of responsiveness. As subelements arrive in an affected area, they must not be delayed by lack of a command structure. Similarly, allowing a RAP element to act in absence of its RAOC command structure may disrupt orderly progression of an integrated task force counteraction.



MISSION.

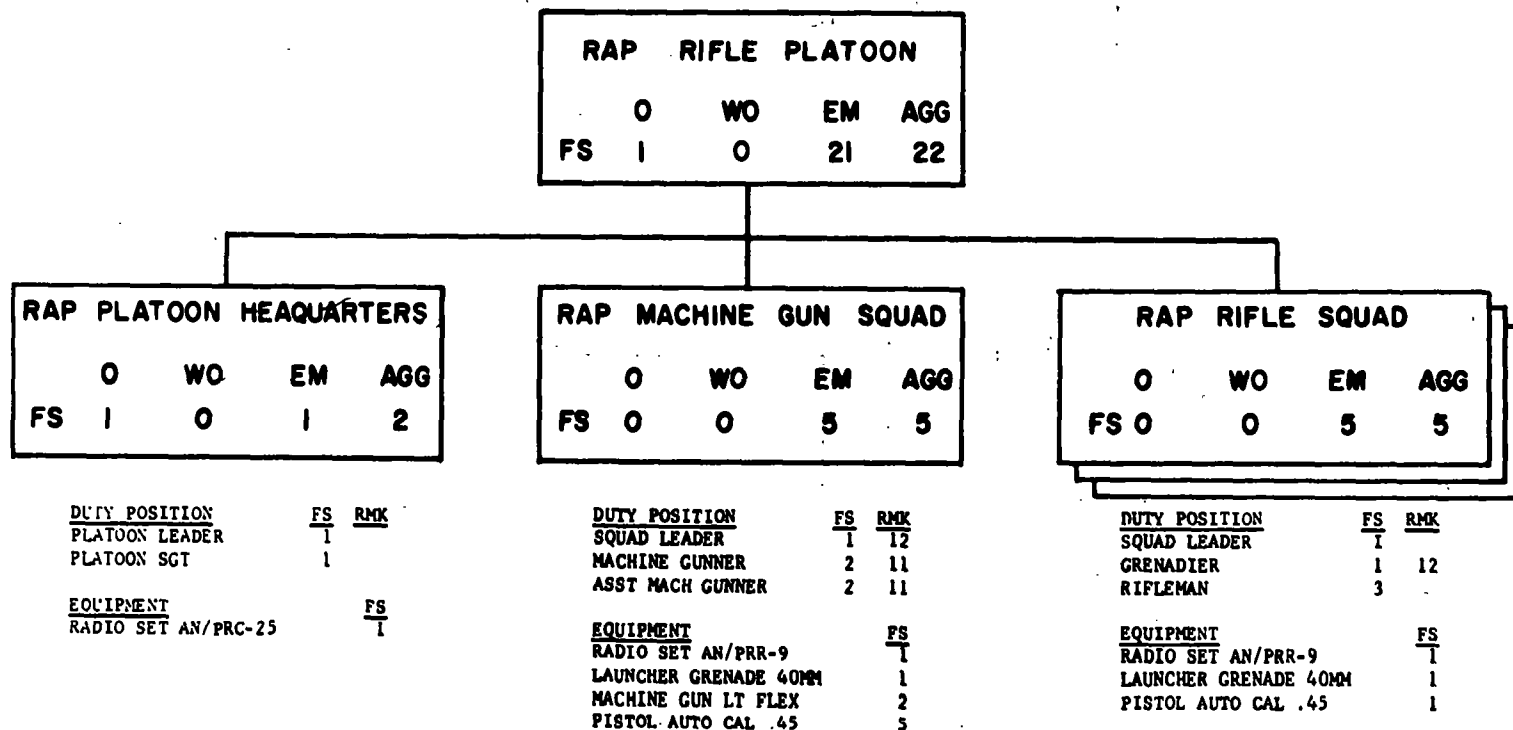
TO PROTECT A BASE OF OPERATIONS AND THE ESSENTIAL LAND AREA SURROUNDING IT BY ENGAGING, DELAYING, REPELLING, AND MAINTAINING CONTACT WITH THE ENEMY.

CAPABILITIES.

- A. PERFORMS AS AN ECONOMY OF FORCE UNIT IN ABOVE ROLE FOR SHORT PERIODS OF TIME AGAINST LIGHTLY ARMED FORCES.
- B. ASSISTS TACTICAL RELIEF ELEMENTS IN CLOSING WITH AND DESTROYING OR CAPTURING THE ENEMY.
- C. CAPITALIZES ON ALL FORMS OF MOBILITY.

MOBILITY.

100 PERCENT MOBILE FROM EXISTING UNIT RESOURCES.



REMARKS

ALL PERSONNEL ARMED WITH 7.62MM RIFLE UNLESS OTHERWISE INDICATED.

11 ARMED WITH PISTOL AUTOMATIC CALIBER .45.

12 ARMED WITH LAUNCHER GRENADE 40MM AND PISTOL AUTOMATIC CALIBER .45.

Figure 5-5. Rear area protection, rifle platoon.

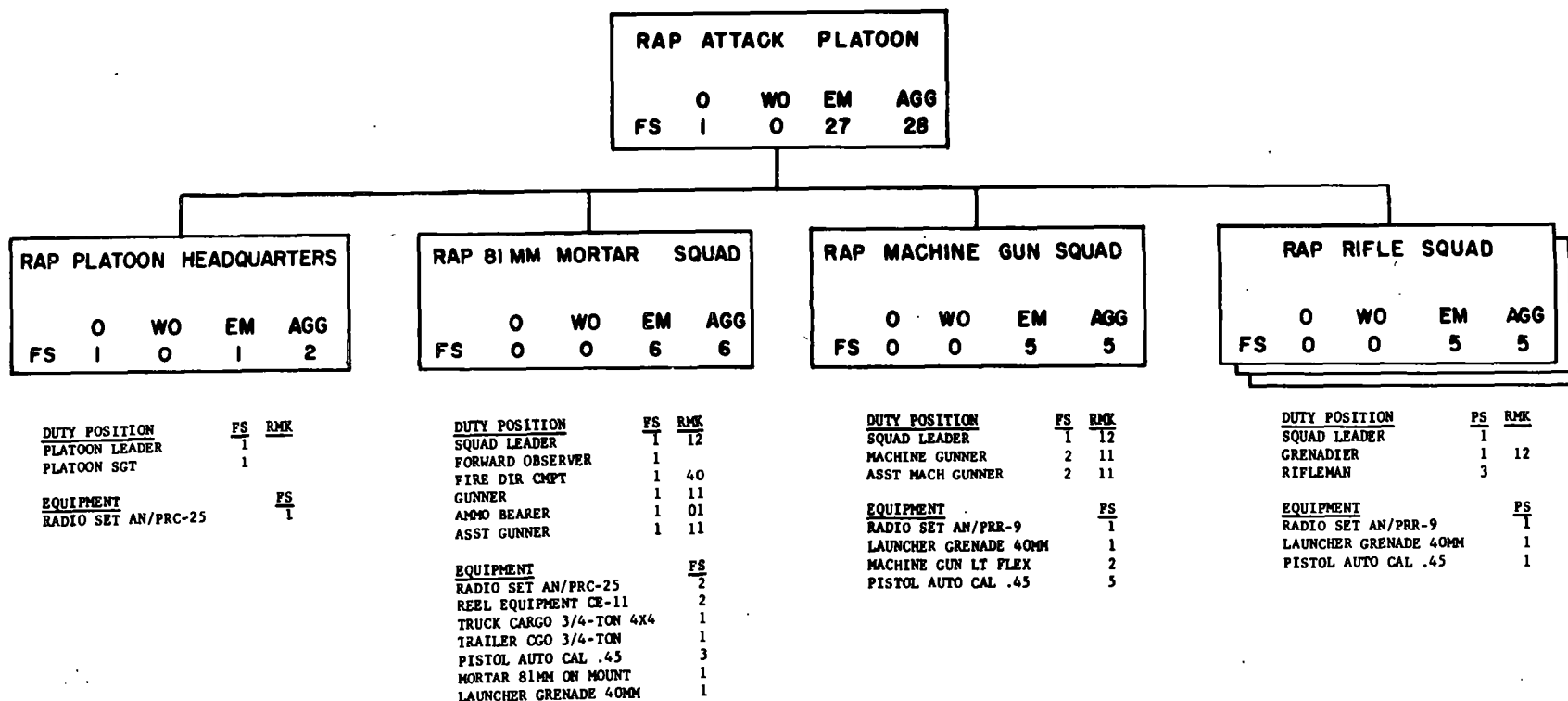
MISSION. CAPABILITIES.

TO PROTECT A BASE OF OPERATIONS AND THE ESSENTIAL LAND AREA SURROUNDING IT BY ENGAGING, DELAYING, REPELLING, AND MAINTAINING CONTACT WITH THE ENEMY.

- A. PERFORMS AS AN ECONOMY OF FORCE UNIT IN ABOVE ROLE FOR SHORT PERIODS OF TIME AGAINST LIGHTLY ARMED FORCES.
- B. ASSISTS TACTICAL RELIEF ELEMENTS IN CLOSING WITH AND DESTROYING OR CAPTURING THE ENEMY.
- C. CAPITALIZES ON ALL FORMS OF MOBILITY.
- D. SUPPORTS RAP RIFLE AND RECONNAISSANCE/ESCORT PLATOON BY FIRE.

MOBILITY.

100 PERCENT MOBILE FROM EXISTING UNIT RESOURCES.



REMARKS

ALL PERSONNEL ARMED WITH 7.62MM RIFLE UNLESS OTHERWISE INDICATED.

01 ALSO LIGHT TRUCK DRIVER.

11 ARMED WITH PISTOL AUTOMATIC CALIBER .45.

12 ARMED WITH LAUNCHER GRENADE 40MM AND PISTOL AUTOMATIC CALIBER .45.

40 ALSO RADIO TELEPHONE OPERATOR.

Figure 5-6. Rear area protection, attack platoon.

MISSION.

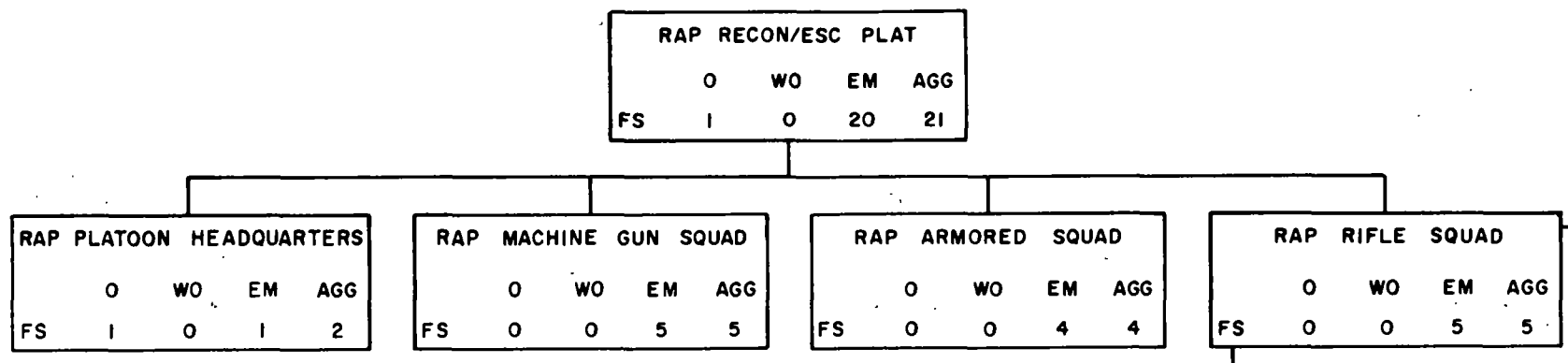
TO PROVIDE SECURITY AND PERFORM RECONNAISSANCE FOR REAR AREA PROTECTION FORCES TO WHICH ATTACHED AND TO ENGAGE IN OFFENSIVE, DEFENSIVE, OR DELAYING ACTION AS AN ECONOMY OF FORCE UNIT.

CAPABILITIES.

- A. PERFORMS RECONNAISSANCE AND PROVIDES LIGHT ARMORED ESCORT FOR UNIT SUPPORTED.
- B. ENGAGES IN OFFENSIVE, DEFENSIVE, OR DELAYING ACTIONS.
- C. CONDUCTS INDEPENDENT ACTION AGAINST LIGHTLY ARMED GUERRILLA ELEMENTS.

MOBILITY.

100 PERCENT MOBILE FROM EXISTING UNIT RESOURCES.



<u>DUTY POSITION</u>	<u>FS</u>	<u>RMK</u>	<u>DUTY POSITION</u>	<u>FS</u>	<u>RMK</u>	<u>DUTY POSITION</u>	<u>FS</u>	<u>RMK</u>	<u>DUTY POSITION</u>	<u>FS</u>	<u>RMK</u>
PLATOON LEADER	1		SQUAD LEADER	1	12	SQUAD LEADER	1	12	SQUAD LEADER	1	
PLATOON SGT	1		MACHINE GUNNER	2	11	AGRV DRIVER	1	13	GRENADIER	1	12
			ASST MAGN GUNNER	2	11	RIFLEMAN	2		RIFLEMAN	3	
<u>EQUIPMENT</u>	<u>FS</u>		<u>EQUIPMENT</u>	<u>FS</u>		<u>EQUIPMENT</u>	<u>FS</u>		<u>EQUIPMENT</u>	<u>FS</u>	
TRUCK UT 1/4-TON 4X4	1		RADIO SET AN/PRR-9	1		CARRIER COMD & RECON			RADIO SET AN/PRR-9	1	
RADIO SET AN/GRC-125	1		LAUNCHER GRENADE 40MM	1		ARMORED	1		LAUNCHER GRENADE 40MM	1	
			MACHINE GUN LT FLEX	2		RADIO SET AN/VRC-53	1		TRUCK GGO 3/4-TON 4X4	1	
			PISTOL AUTO CAL .45	5		SUBMACHINE GUN CAL .45	1		PISTOL AUTO CAL .45	1	
			TRUCK GGO 3/4-TON 4X4	1		PISTOL AUTO CAL .45	2				

REMARKS

- ALL PERSONNEL ARMED WITH 7.62MM RIFLE UNLESS OTHERWISE INDICATED.
- 11 ARMED WITH PISTOL AUTOMATIC CALIBER .45.
- 12 ARMED WITH LAUNCHER GRENADE 40MM AND PISTOL AUTOMATIC CALIBER .45.
- 13 ARMED WITH SUBMACHINE GUN AND PISTOL AUTOMATIC CALIBER .45.

Figure 5-7. Rear area protection, reconnaissance/escort platoon.

MISSION... EXERCISES COMMAND AND CONTROL OF FROM TWO TO FIVE REAR AREA PROTECTION PLATOONS.

CAPABILITIES. A. WHEN ACTING AS A COMMAND AND CONTROL ELEMENT, ASSUMES COMBINED CAPABILITIES OF PARTICIPATING RAP PLATOONS.

B. CONTROLS PLATOONS VIA VOICE RADIO AND MAINTAINS COMMUNICATIONS WITH RAOC.

MOBILITY... ONE HUNDRED PERCENT MOBILE FROM SPONSORING ELEMENT RESOURCES.

RAP COMPANY COMMAND AND CONTROL TEAM				
	O	WO	EM	AGG
FS	2	0	4	6

Figure 5-8. Rear area protection company, command and control team.

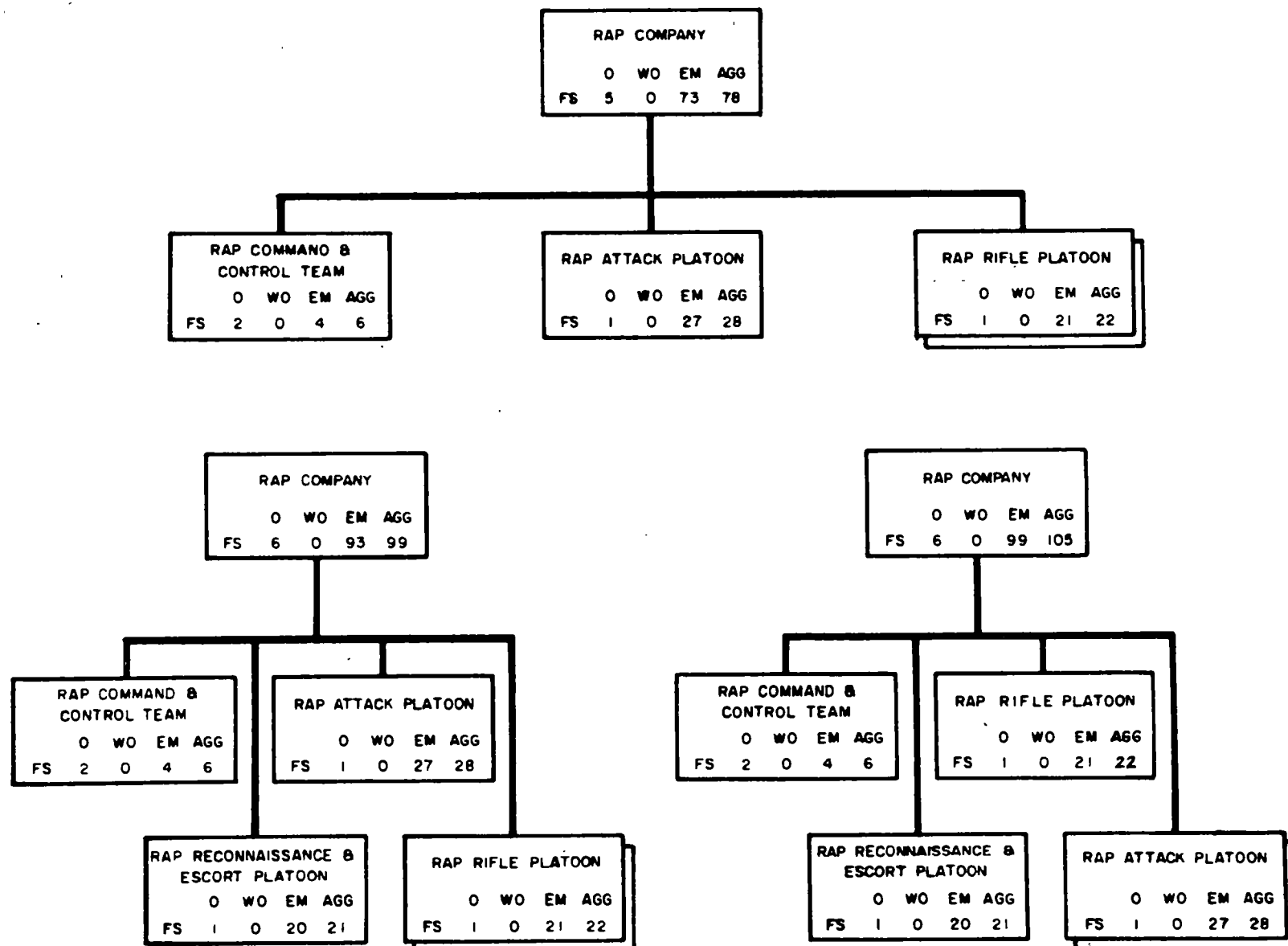


Figure 5-9. Type rear area protection companies.

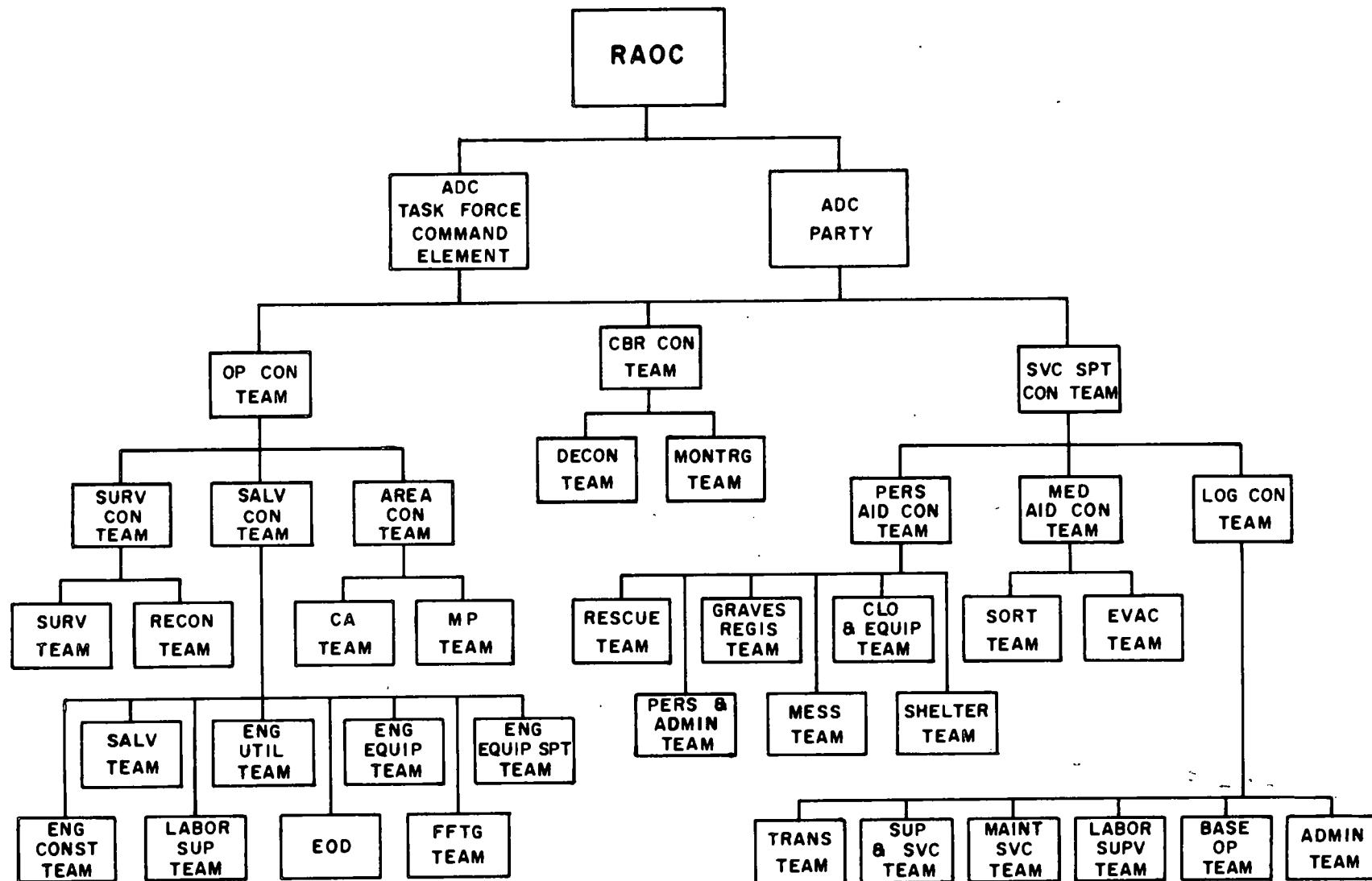


Figure 5-10. Typical RAP organization of existing resources for a damage control operation.

Section VII. COMMAND AND CONTROL

5-48. Purpose

This section defines methods by which responsive command control is exercised by an area commander without unnecessary interference with functional operation of service and support elements.

5-49. Command

a. One of the fundamental problems in rear area protection is the resolution of command authority. Before any plans, actions, or operations are initiated, this problem must be resolved. The major source of difficulty will stem from the fact that efficient service and support operations generally must be command oriented along the lines of the function being performed. For example, transportation units are generally commanded by other transportation units regardless of their geographical location. This type of arrangement is called "functional command lines." Normally, functional command is not the best way to conduct tactical RAP actions as rear area protection is an area function. Therefore, for RAP purposes an area commander is provided the authority necessary for operational command over units involved in a RAP situation. The potential areas of conflict between the two command elements are resolved by an echelon senior to both. Subjects of concern include—

- (1) Unit priorities.
- (2) Training for RAP missions.
- (3) Communications.
- (4) Transition of control.

b. Operational command of functional units by an area commander is generally for brief periods and on an infrequent basis. Where the situation requires prolonged attention to RAP problems, tactical resources are provided to the area commander.

5-50. The Exercise of Command for Rear Area Security

a. *Local Security.* For rear area protection matters, each unit is responsible for its own local security. An area commander may establish groupings of units, facilities, or bases for

mutual security. When this is necessary, he designates the commander of each grouping. Each subordinate commander, in turn, establishes a clear and simple security command structure. The officer in charge of the team is the security commander. His responsibilities in the total security system are manifold and critical. He serves his local commander with technical and tactical acuity, his area commander with a flow of critical data, and both commanders with a close monitorship of the adequacy of plans to preserve the viability of the base.

b. *Base Defense.* When a base, unit, or facility is under attack, the designated security commander of that element assumes operational command of all resources therein to conduct the defense.

c. *Mutual Support.* When service support units are required to provide RAP elements to a task force to assist in the defense of another base, command and control for each element is provided by the contributing unit.

d. *Conflicts in Command/Control.* Unless otherwise specified by the area commander, the RAOC Rear Area Security Task Force Command Section in an affected area assumes operational command of all resources in that area to include those of any base under attack. The ability of relief forces to maneuver will generally make them the most effective element participating in RAP measures. Counteractions to relieve the situation must be controlled by this most effective element.

5-51. The Exercise of Command for Area Damage Control

Area damage control encompasses a range of situations that may vary widely in degree of destruction and impact. At one end of the scale, the local unit or installation commander can still exercise control over damage control activities at the incident site by employment of local unit resources on a self-help basis perhaps with aid of some additional assistance provided by other nearby units. At the other end of the scale, the severity of damage or the magnitude of impact on the stricken unit or installation is such that effective command and

control capability no longer exists. Problems of command and control arise generally at the interface between functionally oriented and area oriented lines of command responsibility, with different higher headquarters being involved in each case. For purposes of application to area damage control, the commander of the affected unit or installation is assumed to be unable to exercise effective control over local damage control activities.

a. Responsibilities at the Disaster Site. When an incident occurs, the ADC task force command section of the RAOC or ADC party is dispatched to the site to assume responsibility for subsequent operations. Normally, the task force or ADC party commander, as incident officer, assumes control upon arrival at the disaster site. In some cases, the magnitude of the area damage control operation may require formation of a task force organization built upon specific TOE units of company or battalion size, such as engineer combat or construction units. It would not normally be within the capability of the ADC task force command section or ADC party to exercise effective command and control responsibilities over an area damage control force of this size and nature. Appropriately, control should be exercised by the commander of the unit that comprises the major element of the task force. The ADC task force commander, if available, would then act as principal professional advisor on the staff.

b. Initial Phase. Usually, the ADC task force or party commander, as incident officer, will be in command at the site during the initial phase. The ADC task force or ADC party is initially dispatched at direction of the RAOC to establish control, assess damage, and determine what additional assistance may be required. Requests for additional assistance indicate the requirement in terms of functional type and magnitude of the operation. Augmentation teams, provided in response to requests for assistance where damage control tasks involve technical specialists or general labor, report to the incident command post upon their arrival at the site. They are attached for operational command to the headquarters exercising command and control over ADC activities at the site.

c. Emergency Operations Phase. During the entire period of emergency operations, there should be a single responsibility for exercise of command and control functions at the disaster site. This responsibility for area damage control must not be divided. Commanders of augmentation teams performing highly technical functions would act as professional advisors to the responsible commander. Where the scope of the operation is beyond the capability of the ADC task force command section or ADC party and augmentation teams, a larger damage control task force may be formed on the basis of using a company or larger size unit to comprise its major element. Upon arrival at the site, the larger (i.e., Battalion) task force commander assumes command and control responsibility from the commander of the ADC task force section or party. In either event, the area commander retains his general responsibility for supervision and execution of area damage control activities and exercises overall operational control through the RAOC for purposes of coordination. As soon as the emergency has ended, the area commander is responsible for prompt release and return to their parent units or commands of those forces which have been provided by units and installations assigned to other major commands.

d. Termination of Emergency Phase. The term "termination of emergency phase" identifies the period of transition from emergency operations, concerned with area damage control at a disaster area, to recovery, rehabilitation, and reconstruction operations, concerned with early restoration of capabilities to the stricken installation or unit to perform its normal combat service support functions. The area commander, upon advice of the ADC incident officer or commander of area damage control forces at the site, will determine when the emergency has ended and the ADC force can be released for return to parent units. When the affected installation commander is capable of resuming control or as soon as control can be effectively established by other service activities, the ADC task force or party elements should be relieved. Augmentation teams and other elements temporarily attached for operational command will also be released, although

not necessarily all at once. In cases of disagreement as to when such units should be released for return, the parent units may appeal through command channels for a determination to end the emergency.

e. Recovery, Rehabilitation, and Emergency Reconstruction. There is a transition from tasks performed which essentially limited or controlled the spread of damage and prevented it from becoming worse to tasks involving similar skills and equipment which are performed essentially for restoration of administrative support capabilities to the affected unit or installations. For planning and area damage control purposes, the emergency period is assumed to extend for not over 24 hours in situations where the total requirement for area damage control forces is less than company size. In situations where TOE units of company or battalion size are required, the duration of the emergency period may extend from 24 hours to 48 or more hours. Although the duration of the emergency period cannot be predicted with certainty, it is assumed that most damage control situations can be brought under control in 12 to 24 hours. Those of a magnitude that require diverting company or battalion size units from their primary mission of combat service support would necessarily take more time to bring under control. As soon as effective control can be resumed by the affected service support unit or be assumed by its replacement, the task of restoration of administrative support begins. It is frequently difficult to make a clear distinction between those tasks, intended to prevent further loss or spread of damage and those tasks that lead to restoration and recovery of the damaged combat service support capability. However, such distinction must be made in order to insure timely release of an ADC task force or ADC party for possible employment elsewhere and of supporting ADC augmentation teams for return to parent units to resume their primary mission functions. Tasks of rehabilitation, repair, and reconstruction may frequently find the same combat support and combat service support units, especially in the case of engineers, back again at the same site but working under priorities established by the appropriate higher headquarters concerned. Area damage control

support requirements make heavy demands for employment of equipment, skills, and trained personnel, which are characteristic of engineer combat and construction units. As a result, conflicts may be induced between secondary emergency missions for area damage control and primary engineer combat support and combat service support missions that can only be resolved by assigning appropriate priorities to each type function.

5-52. The Commander's Data Base

An area commander maintains a link with FASCOM or ASCOM using digital data input equipment located in his RAOC. This link is part of the design for the automation of combat service support and is related to the operational and intelligence subsystems. Basically, the commander's data base provides—

a. Summary Data on Forces and Resources. This is provided automatically as a result of manipulating—

- (1) TOE/TD/TA files.
- (2) Unit status reports.
- (3) Command SOP.

b. Situational and Operational Summaries. These are provided by—

- (1) Unit operational reports.
- (2) Military police and other spot reports.
- (3) Intelligence reports to include weather.
- (4) Movement control center and traffic control reports.
- (5) CBRE reports.
- (6) Tactical priorities and requirements disseminated by operational and functional headquarters.
- (7) Civil affairs reports.

c. Rear Area Protection Requirements and Plans. These are provided by—

- (1) Base and facility status reports.
- (2) Staff security survey reports.
- (3) RAOC operational plans to include summaries from adjoining areas.

5-53. Assistance to Tenant Units

In addition to providing the information

necessary for effective emergency control, the area commander also provides functional elements with the information they need to conduct routine operations. This data flows directly from the RAOC to adjacent RAOCs and to tenant units and includes—

a. Highway strip maps showing road conditions, locations of units, military police security and support operations, refueling points, distances, emergency repair and wrecker facilities, medical facilities, rest stops, and reroutes.

b. Scheduled and actual ground movements to include locations of convoys or critical vehicles.

c. Weather, terrain, and critical intelligence data.

d. Area communications means available to units, convoys, or personnel on the move.

e. CBRE readings.

f. Answers to critical questions, such as—

- (1) How to contact military police?
- (2) How to get EOD support?
- (3) How to report an emergency?

5-54. The Data Base

The RAOC is in a position to make plans for rear area protection based upon information compiled. Because of the RAOC structure, it is also in a position to execute these plans. The information available for RAP purposes is translated to an estimate of the situation. To the degree possible, the estimate is accomplished by data processing procedures. The normal sequence for development and use of the data base follows:

a. Units, agencies, and staffs input required data into the data processing center.

b. The data processing center provides each RAOC with a compilation of the total situation.

c. The RAOC makes plans based on the requirements of the situation and the resources available.

d. The RAOC issues plans with execution instructions to all units in the RAOC area.

e. The RAOC modifies or updates plans as required by operational and spot reports.

f. When required, the RAOC orders execution of a plan and provides the command section for the forces involved.

Section VIII. OPERATIONS

5-55. Proper Site Selection

a. The requirements of service support operations generally do not correspond to the requirements of security. A service support base needs a good road net, ready source of labor, shelter, and many other qualities that lead to placement in a congested area, the security of which is extremely difficult to maintain. The best site from a security standpoint is in the middle of a completely cleared area, occupying high ground with sufficient vegetation to conceal at least portions of the base from aerial observation. The worst site from a security standpoint is a congested or jungle area where observation is extremely limited. The commander must weigh these various considerations in selecting a site. The fact that enemy or clandestine elements have not been active in an area must not be given much weight.

The lack of a target rather than the capabilities of the adversary may have caused this inactivity.

b. In the selection of a site, one of the first questions that should be answered is "what will have to be defended?" An apparently acceptable site often carries unreasonable security requirements with it. The most common tendency is to take the low ground through which most roads run. Generally, the cost, time, and manpower needed to relocate a site to more defensible terrain is well justified by the requirement to provide prolonged security for a poor position. Nuclear warfare may favor terrain offering cover from blast, and for the risks inherent in this respect must also be evaluated.

5-56. Alternate Positions

If the exigencies of service support require-

ments dictate the occupation of a high-risk area, the commander should select an alternate and more acceptable site and make every effort to phase into it as operations permit. The prolonged occupation of any area will make subsequent relocation extremely difficult.

5-57. Security of the Site

A site is normally highly vulnerable the first few days after its establishment. Time permits the improvement of security measures up to the point at which a stable security system is established. From this point on, time tends to reduce security as the stability of the system lends itself to scrutiny of covert elements. In addition, the maintenance of a combat psychology in a stable and prolonged situation becomes extremely difficult. In order to offset these points, all personnel must actively participate in a total security effort and this effort must be frequently modified.

a. Prior to occupying a site, a review is made of all information available about the general area. Normally, this data is provided by intelligence, civil affairs, and military and indigenous police. In addition, summary data will be available at RAOCs.

b. Subsequent to a brief review of prepared data, a general aerial reconnaissance is conducted over the area.

c. Aerial reconnaissance will isolate more specific areas requiring detailed ground surveillance.

d. If clandestine forces are active, it is preferable to occupy a new site during daylight hours. The steps to this occupation include in order—

- (1) Establishing of perimeter guards.
- (2) Patrolling outside the perimeter.
- (3) Preparation of secure points for personnel and supplies.
- (4) Deliberate, unconfused phasing in of base resources.
- (5) Maximum security effort for the initial period.

e. Initial security steps after occupation of a site require in order—

- (1) Establishment of communications with the RAOC.
- (2) Establishment of circulation control procedures in which all personnel participate to the maximum degree compatible with mission requirements.
- (3) Improvement of the perimeter barrier.
- (4) Establishment of the area fire support plan.
- (5) Improvement of the patrol plan.

f. During these initial steps, the area commander gives special security consideration to the highly vulnerable status of the base. These considerations include—

- (1) Increased military police patrolling in the vicinity of the site.
- (2) Increased aerial reconnaissance activities in the vicinity of the site.
- (3) Review of emergency plans for their adequacy in relation to the new site.
- (4) Temporary allocation of additional security resources or their redeployment to be more responsive to the new site.

5-58. Base Security

Base security operations are normally divided into three parts as follows:

- a. Local security operations.
- b. Base defense operations.
- c. RAP operations.

5-59. Local Security

In addition to meeting the traditional requirements for interior and perimeter guard, local security operations include the immediate response capability essential to neutralize or destroy an enemy element. Where feasible, guard personnel are backed up by a ready RAP force. In addition, local security measures include—

- a. Strict control over the circulation of individuals.
- b. Complete integration of local security and base defense plans. In this respect, local security measures support the base defense plan requirements.

c. Integration and coordination with area patrols.

d. Coordination with the local civil and military police effort.

e. Installation and inspection of barriers, fences, and security devices.

f. Inspection and review of security procedures.

g. Preparation of local security plans, to include frequent alterations to reduce vulnerability.

5-60. Base Defense

The mission of a base engaged in a base defense situation is to prevent the destruction or minimize damage to the base.

a. Whenever a base is attacked, it immediately notifies the nearest RAOC. Time is not lost by attempting to determine the extent of the attack.

b. Resources within a base under attack are totally employed for defense purposes. All service support activities will normally cease.

c. The base commander normally exercises command and control of the defense through his full-time security element commander.

d. Throughout the planning and conduct of a base defense, an aggressive attitude is retained and offensive actions are initiated as soon as practicable.

e. Security of base defense plans is critical. Generally, an adversary will conduct his overt actions on what he knows about planned countermeasures. Any given plan should only be executed once.

5-61. RAP Operations

Rear area protection measures are divided into three phases as discussed below:

a. Phase I measures are taken before any actual occupation of terrain takes place. These measures are aimed at minimizing RAP problems through proper planning. Phase I steps include—

- (1) Developing intelligence requirements that will provide the information

necessary to locate bases, activities, and facilities properly.

- (2) Planning for the grouping of service support forces in relation to their RAP capabilities and requirements.
- (3) Planning for the dispersion of grouped activities as dictated by the nuclear threat.
- (4) Coordinating communications and tactical support requirements.
- (5) Delineating area boundaries.

b. Phase II RAP operations range from initial planning to reconnaissance, counterreconnaissance, surveillance, and counterintelligence operations. Essential measures include forming installation local security and area damage control elements; designating units as rear area protection forces, organizing units designated for these missions, assigning sectors to rear area protection forces, and establishing communication and warning systems. Dispersion, denial of information to the enemy, and provision of protective shelter are the principal preventive measures to reduce the effects of mass destruction weapons. Dispersion, protective shelter, and proper selection of terrain are the principal preventive measures to reduce the effects of natural disaster. Security and area damage control SOP are developed and rehearsed. The forces patrol routes and cross-country and escort convoys. Counterintelligence units and personnel are used fully.

c. Phase III operations include defense of units, installations, and convoys against enemy ground attack; relief of units under attack; location, pursuit, attack, and destruction of hostile forces. Area damage control operations begin when an attack, major accident, or natural disaster has occurred.

5-62. Forms of RAP Security

The four basic forms of RAP security are point, base, area, and remote. These forms can be used singularly or in any combination. If possible, the form or forms used should be altered to reduce vulnerability characteristics.

a. Point security is oriented toward the protection of a single facility or activity within a defense area. Normally, it is employed to

guarantee the protection of the most likely target within that area on the assumption that a small covert effort is the most probable enemy action against it. Both passive and active measures are employed.

b. Base security is oriented toward protecting all of a base within a given perimeter. Due to resource limitations, it is adopted as the only feasible course of action other than point security.

c. Area security is oriented toward retaining key facilities and terrain surrounding a given base which an enemy would have to occupy in order to conduct effective overt offensive actions.

d. Remote security is protecting a base or a number of bases by possessing a capability to bring fire within 500 meters of its perimeter, or to move forces into its general vicinity very rapidly. All bases normally are protected by remote security in addition to one or more of the other forms.

5-63. Combinations of Forms

a. The most thorough security system consists of a combination of the four basic forms. In this posture, the base provides point security to key targets and perimeter security for the base and backs these up by controlling key terrain surrounding the base. Either by local coordination or through the area commander, remote security is provided by another element and gives the necessary offensive capability. This complete system is used whenever resources permit.

b. The combining of point security with base and remote security represents the best posture when highly critical items or activities are in a base and sufficient resources do not exist to take area security measures.

c. The minimum security posture is remote security. This is used by itself only in well-controlled areas or where resources do not permit any of the other forms.

5-64. Planning Security

a. In planning for RAP operations it is normal to plan for maximum requirements.

Once a basic plan is set in motion it is possible to cut back but rarely possible to increase requirement within the time frame encompassed by RAP actions.

b. Plans must be monitored continuously. When they are executed, adjustments will invariably be necessary. The RAOC must be in a position to know how and what to adjust and participants must be keyed to expect these adjustments.

c. The first positive security action of a base security command element is to plan local security measures. From this basic plan, local security measures are provided that will permit execution of the basic plan. No security orders from higher headquarters are needed. Occupation of a base carries the responsibility to secure a base.

5-65. Area Damage Control Activities

a. *Phase I Operations.* Prior to the establishment of an area, consideration is afforded location, dispersal, construction, and mutual support of facilities within a base area.

b. *Phase II Operations.* In coordination with the RAOC and under supervision of the ACofS or Director for Security, Plans, and Operations, for the area command prepare plans and procedures for area damage control, reviewing preventive and readiness measures for necessary modification or improvement in plans, and training area damage control parties and augmentation teams to be furnished by combat support and combat service support units. ADC teams provide professional direction and leadership for accomplishment of appropriate readiness measures designed to insure prompt and effective implementation of phase III activities. They perform or participate in assigning responsibilities to ADC parties; in organizing, equipping, and training augmentation teams; and in reviewing preparations for prompt detection of chemical, biological, and radiological hazards and for prediction of fallout.

c. *Phase III Operations.* When the unit or installation incurring damage cannot cope with the situation, aid is dispatched. Since an effective command and control capability may no longer exist in the stricken unit or installation,

the area damage control task force command section of the RAOC or an ADC party normally assumes control of all ADC augmentation forces involved at the site of the incident until such time as operational control can be effectively assumed by an appropriate service activity, either the originally affected unit or its successor. An important early task in phase III area damage control operation is damage assessment, consisting of direct examination of

the affected area to estimate damage. The assessment of damage forms the basis for subsequent area damage control actions such as rescue operations; firefighting; first aid; casualty evacuation; traffic control; emergency explosive ordnance and bomb disposal; and decontamination measures. Emergency supplies are distributed and communication is reestablished. The ADC Task Force or Party does not direct resumption of combat service support.

Section IX. AREA ORGANIZATION

5-66. General

The establishment of an area with definitive boundaries requires thorough consideration of rear area protection requirements. RAP measures are normally emergency actions that test an area command structure to its maximum. It is generally safe to assume that if this structure can provide command control over the land area and its military resources for RAP operations, it is capable of controlling the area during normal service and support operations. The opposite is generally not true. An area scaled to the maximum capabilities of its command and control element during normal operations is apt to have inadequate control during emergencies.

5-67. Basic Considerations

In delineating the general area boundaries, the commander takes into consideration the following points:

a. General. The nature of the conflict, e. g., low intensity conflict, permits and favors the tight grouping of service and support facilities while high intensity conflict has the opposite effect.

b. Span of Control. The effectiveness of command and control is inversely proportionate to the distances between subordinate echelons. Area, per se, attenuates command. Regardless of troop strength, a command's area must have logical limits.

c. The Enemy Situation. An area subject to frequent, severe, or prolonged enemy activity will require a higher degree of control. Any

given command structure will find its control problems compounded in an active area and this is normally offset by reducing the size of the area to that which can be managed.

d. Responsiveness. The smaller an area the more responsive its resources will be to emergencies. While dispersion is always a critical consideration, it is seldom necessary to disperse to a point where adequate response to RAP requirements is seriously impaired.

e. Continuity. An area designed to fit the natural limits of the units therein will provide better continuity in the transition from normal to emergency operations. Thus, functional commanders and area commanders attempt to create unified "blocks" insofar as company or battalion elements are concerned. The major portion of each tenanted unit's functions are performed within that area.

f. Military Police. Military police represent the only force deliberately organized for rear area security purposes that is consistently available to a rear area commander. Their capabilities and limitations are also considered when establishing area boundaries.

5-68. Method

Organization of an area for security purposes differs from organization of the same area for damage control purposes. While the resources used in these two functions are often drawn from the same sources, the purpose and, therefore, the plan and operation will vary. It is these variations in plans and operations that dictate the method of organizing the area (see fig. 5-11).

5-69. Area Organization for Damage Control

a. Area Commanders. Based on most probable effects of enemy activities, the area commander subdivides his area into target areas. Target areas are either individual or grouped facilities within a perimeter the size of which is based on the nature of the conflict.

b. Primary and Secondary Assembly Areas. Subsequent to designating target areas, the commander establishes primary and secondary assembly areas outside the target areas which RAP forces will use as a coordinating point for damage control operations. It is important in this respect for all facilities within a target area to critically analyze and recommend changes in assembly areas. This analysis will normally include considerations as follows:

- (1) Safety of RAP forces from explosives.
- (2) Access of RAP forces to target area and vice versa.
- (3) Security of RAP forces during relief operations.
- (4) Access of aircraft and supply vehicle to assembly area.
- (5) Suitability of assembly area as eventual site for restoration of damaged facility or interrupted services.

c. Area Relief Scheme. Once target and assembly areas are designated the RAOC plans for relief actions. Normally, only one damage control task force per area or subarea is created and only one plan per target area is prepared. Generally, if more than one target area suffers severe damage, assistance from other areas is required. If an area commander has sufficient resources to create more than one damage control task force, he further divides groups of target areas and assigns each group to a damage control task force.

d. Priorities. Each target area must have a distinct priority. This is accomplished in numbering of target areas. For example, should areas three and five be hit simultaneously, priority of effort will be devoted to area number three.

e. Intra-area Organization. Within target areas, designated commanders provide a similar

area organization for their own damage control measures.

f. Civilian Areas. Civilian areas may also be designated as target areas. Normally, the numbering of these areas start with the last military area.

g. Void Areas. Insofar as damage control is concerned, the bulk of a given land mass is outside the areas for which deliberate counteractions are planned.

5-70. Area Organization for Security

Since a mere threat to the security of the command will adversely affect its operations, the total area under consideration is organized for security.

a. Basic Areas. The basic areas for security are—

- (1) The TASCOT area which is divided into support group areas.
- (2) The support group area which is divided into—
 - (a) Defense areas.
 - (b) Patrol areas.
 - (c) Scan areas.
- (3) The field army service area which is divided into subareas under the support groups of the army support brigade.
- (4) The support groups of the army support brigade subareas which are divided into—
 - (a) Defense areas.
 - (b) Patrol areas.
 - (c) Scan areas.

b. Designation of Defense Areas. Each area commander as well as the commander of each facility in the rear designates the areas within which deliberate defense measures will be undertaken. These areas are called defense areas. They represent the minimum land area over which complete control must exist in order to guarantee the viability of the base. The size of the defense area is not based on the resources available to defend it, but on the need for the area to be defended. Considerations affecting the designation of a defense area includes—

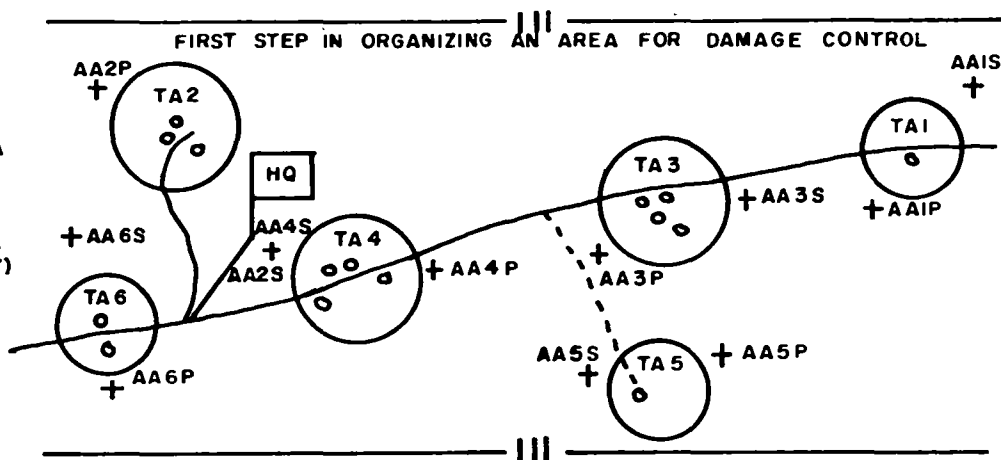
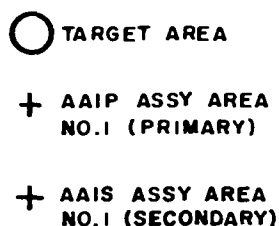
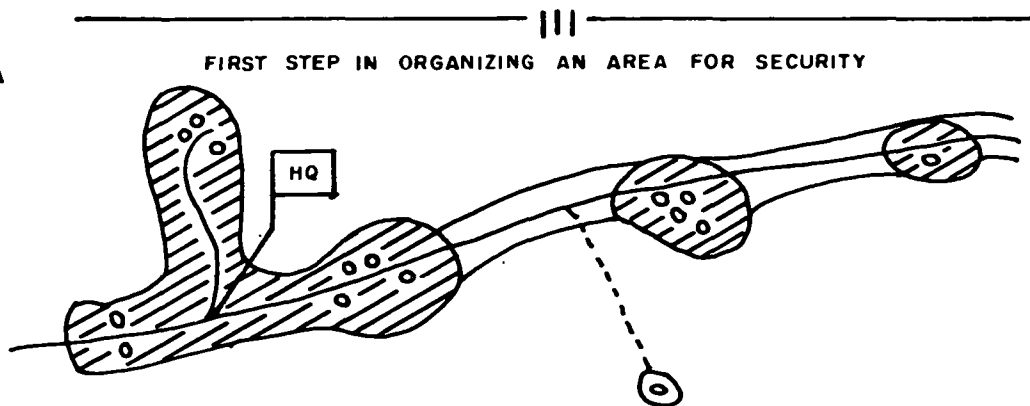
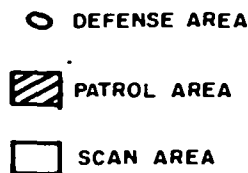


Figure 5-11. Variation in area organization for security and damage control.

- (1) Character of enemy activities.
- (2) Hardness or strength of the base area.
- (3) Terrain.
- (4) Requirements of the base.

c. Designation of Patrol Areas. Each area and facility commander designates the minimum land mass outside the defense perimeter which must be covered by frequent air and ground patrolling with the objective of providing the amount of warning time the base needs to protect the defense area.

d. Designation of Scan Areas. The remainder of an area outside the defense and patrol perimeters is referred to as the scan area. Generally, this area is beyond the surveillance capabilities of the area commander. Surveillance is conducted in scan areas by TASCOM and

FASCOM commanders using tactical ground and aviation units allocated by the theater or army commander. (See also para 5-55 through 5-65.)

5-71. Organization of EOD Operations

a. In the COMMZ, EOD service is provided by disposal detachments (Det GA, TOE 9-500E) attached to the area support groups. These units are capable of coping with area damage control incidents involving conventional, chemical, biological, and nuclear munitions.

b. Requirements for EOD services are reported to RAOCs and forwarded to an EOD control detachment (Det GC, TOE 9-500E). The control detachment assigns specific incident missions to disposal detachments based on

capabilities and incident priorities. Completion of an incident mission is reported to the control detachments who advise the RAOC. Disposal detachments inform the control detachments on availability of personnel and requirements for special EOD equipment assistance.

c. Priorities of EOD incidents are assigned by the RAOC within policies prescribed by the ACofS, Security, Plans and Operations, ASCOM and advice from the supporting EOD control detachment. The mere fact that RAP operations are being conducted does not justify holding a disposal detachment to support the operations for probable use. EOD service will be rendered on the basis of incident priorities without regard to routine geographical area

coverage missions of disposal detachment. The ACofS, Security, Plans and Operations, ASCOM, has authority to override priorities established by area support groups.

d. In the field army service area, EOD service is provided by corps slice by disposal detachment of each corps support brigade.

e. Requirements for EOD service are reported to the RAOC and forwarded to the EOD control detachment designated to provide EOD service for that portion of the army service area.

f. The remainder of doctrine for the FASCOM is the same as above for the COMMZ except the ACofS, Security, Plans and Operations, FASCOM, applies in lieu of the ACofS, Security, Plans and Operations, ASCOM.

Section X. ADMINISTRATION

5-72. Objective

The objective of an administrative system supporting RAP operations is to capitalize on reports and procedures necessary for routine operations. Generally, the creation of new reports, procedures, or requirements is not necessary and should be avoided.

5-73. Available Data

Each tactical, functional, or area control system generates information normally exceeding the requirements of RAP operations. The optimum RAP administrative system will distill this data not only for use by the RAOC but for transmission to other units.

5-74. Full Use

The RAP administrative system is not designed to solely support RAP operations. Its underlying purpose is to continually portray the current situation in the area it serves. By doing this, it enables the RAOC to logically employ RAP elements on short notice and simultaneously provide functional units area-oriented information needed for routine operations.

5-75. The Data Base

The data base constantly current and avail-

able to all elements in any given area is maintained by the RAOC. It includes the following:

a. Task Force for RAP.

- (1) Identification.
- (2) Location.
- (3) Status.
- (4) Planned commitments.

b. Friendly Situation.

- (1) Unit locations
- (2) Security posture.
- (3) Current operations.
- (4) Communications means and access.
- (5) Spot reports.

c. Intelligence.

- (1) Area-incident analysis.
- (2) Operational patterns and techniques.
- (3) Forecasts and summaries.
- (4) Spot reports.

d. Area and Terrain.

- (1) Civil affairs summary.
- (2) Weather.
- (3) Terrain analysis.
- (4) Road and highway information.

e. Damage Control Resources and Requirements.

f. Special Information.

- (1) EOD data.
- (2) CBR data.
- (3) Emergency assistance data.
 - (a) Medical.
 - (b) Fire.
 - (c) Police.

5-76. Acquiring the Data Base

a. General. The data referred to in paragraph 5-75 is acquired by the RAOC normally as an automatic byproduct of other reports. Where automatic data processing services are available, program designs provide for this. Manual administrative systems may require minor redesigning. Each major data group is discussed below.

- (1) The status of a unit as pertains to its preprogramed RAP responsibilities is an exception report submitted by a unit directly to the RAOC when operational considerations preclude meeting RAP requirements.
- (2) Planned commitments are provided by the RAOC when a unit's RAP element becomes part of a RAOC-RAP plan.

b. Friendly Situation.

- (1) The basic disposition of friendly units is provided in a graphic display format by the ADPC. This data consists of a roster of elements referenced by numbers to their relative position on an overlay. The RAOC may fill in the overlay with unit symbols if desired (fig. 5-12).
- (2) The security status of a unit is maintained by the RAOC using any effective system desired. For example, units might be listed in order of criticality and coded in reference to their degree of security. The objective is to be constantly aware of what must be secured and what is or is not secured.
- (3) In order to be constantly abreast of the current situation, the RAOC needs a generalized knowledge of unit operations involving the use of the land area the RAOC controls. Locally established reporting systems fill this requirement. Generally, tenant units

report their area-oriented operations to the RAOC. The RAOC in turn equates these operations to its ability to assist the unit with information, security, traffic control, or similar support measures. The objective here is to have one center completely informed and at the same time to make as many operations mutually supporting as possible. Examples of current operational reports are as follows:

- (a) Dispatch of small detachments or teams to areas not normally secured.
 - (b) Operations in areas considered dangerous.
 - (c) Significant or critical movements.
 - (d) Conduct of road or bridge repairs.
 - (e) Survey activities.
 - (f) Unusual patrol activities.
- (4) All units in an area know how to contact the RAOC. The RAOC in turn knows how to contact all units. This knowledge includes all means of communications. Under this system a transient unit with a problem requiring information or action is assured of assistance or, at a minimum, relay of the requirement to the proper element.
 - (5) The RAOC processes spot reports in the normal manner. Usually an SOP is established as a guide. The RAOC capitalizes on its ability to equate spot reports to the total situation and to refer emergency matters to those most directly concerned.

c. Intelligence. Intelligence data provided the RAOC is highly distilled and is aimed at isolating the threats to the security of the RAOCs area. More complete, long range data is available at the area and support command levels. However, the RAOC does not have the need or the means to digest voluminous intelligence reports. Normally, the current intelligence data base is limited to—

- (1) A current and projected summary of where security efforts should be concentrated.

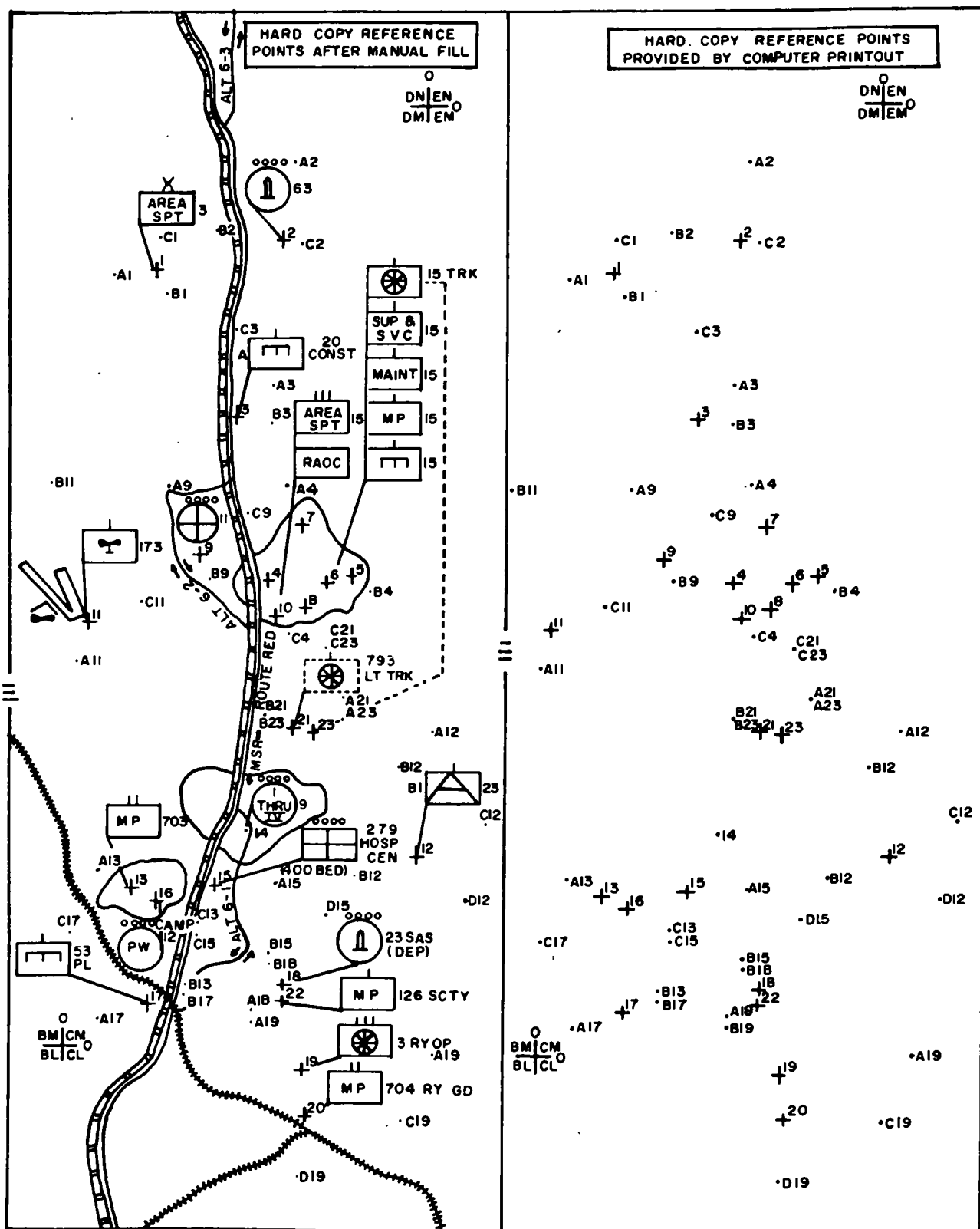


Figure 5-12. Hard copy reference points.

(2) Techniques used by the enemy to compromise security.

(3) Spot reports.

d. Area and Terrain. This data comes from intelligence, civil affairs, and unit operations reports. It is aimed at constructing a picture of the geographical area and its people.

5-77. Procedure

Complicated administrative procedures must be avoided. Stringent, detailed reporting methods will discourage the flow of information. Conversely, the lack of uniformity in

area procedures will prevent a clear understanding of "how," "what," and "where" to report. The basic procedural rule is "if in doubt, report it and if you know how, report it in the prescribed format."

5-78. Formats

Plans should provide for uniform and easy to follow formats.

5-79. Procedures

Plans should include concise reporting procedures that insure expeditious flow of information.

Section XI. ORGANIZATIONS AND CAPABILITIES

5-80. Estimated Unit Potentials

a. Purpose. The purpose of this section is to provide a basis of analysis for the determination of the rear area protection potential of service support units.

b. Concept. Selected TOE units will have RAP potentials which will be reflected in their TOE supplement. This potential represents a preprogramed requirement that the selected unit must meet when directed by appropriate authority. The inability of a unit to meet the requirement within the time specified by, say, an area commander places on that unit a responsibility to report this fact. As the fluid resources of the rear move from area to area, their RAP potential is reported to the RAOC responsible for general area security and damage control operations. The RAOC is, therefore, aware of the resources it has for RAP operations and from these resources it structures RAP task forces, plans for their employment, and provides a command element if a task force is activated.

c. Normal Employment. The employment of service support units in their normal configuration and role is the best course of action. However, where a tactical or technical (damage control) requirement does not permit this or where only a portion of a unit is available, the RAP potential is the basis of demand.

d. Special Units. Many units will not have preprogramed potentials. Generally, the specialized nature of these units requires evalua-

tion of their capabilities in light of the exact area and service support situation. Thus, a unit with no preprogramed potential may still be given a RAP mission.

e. The Building Block Theory. The RAP potentials reflected below do not represent a finite capability. They represent that which is reasonable in emergency circumstances and that on which expansion or contraction may be based.

f. Degradation of Support. All units suffer some degree of degradation of service support capabilities if required to perform RAP missions. However, a greater degree of degradation must be anticipated if the administrative area is not secure and positive actions are not taken for adequate protection. Normally, RAP actions are infrequent, short (i.e., less than 24 hours), and generally limited in scope. They are the immediate response to an enemy action or disaster pending the arrival of more deliberate forces.

g. Basis. The RAP potentials discussed below are provided as a guide only. They are based on a normalized concept of employment of type units. The potential is derived from an analysis of the unit TOE at the time of the printing of this manual. Changes in the TOE or in the normal mode of employment may change the potential of any given unit. The actual RAP potential of a unit may be determined or established as follows:

- (1) As an integral part of the unit's TOE.
- (2) As established by competent authority in the field.
- (3) As agreed on between area commanders and tenant units.
- (4) As a result of reasonable interpretation of command policies and SOPs.

h. Area Damage Control. Damage control operations are varied and the requirements for personnel and equipment depends largely on the extent and type of destruction. Normally, a unit can best support these operations in its existing configuration utilizing a squad size up to a battalion size force. The capability of service support units to provide damage control RAP forces should also be identified in selected TOE for consideration by the RAOC in preparing adequate area damage control plans.

5-81. Transportation Elements

a. Many transportation units are habitually deployed over vast linear distances and do not present a lucrative source for preprogrammed emergency resources. However, selected terminal operation elements and short-haul units will normally have a sufficient number of personnel reasonably "close by" to permit the assumption that the potentials reflected herein will exist.

b. Generally, transportation is a critical requirement in a rear area protection operation and use of transportation elements in their normal configuration should be considered prior to their employment in a tactical role.

c. Perhaps the most significant contribution transportation elements may make to security is to emphasize that each vehicle or aircraft represents a reconnaissance potential.

d. A large number of specialized transportation units have significant support and damage control potentials that will have to be determined by an area commander based on the total situation. The preprogramming of these potentials is not considered feasible.

e. Following are estimated RAP potentials for selected transportation units:

Type unit	RAP potential
Trans Ry Equip Maint Co -----	Rifle platoon.
Trans Hvy Trk Co -----	Rifle platoon.

Type unit	RAP potential
Trans Lt Trk Co -----	Attack platoon.
Trans L/Med Trk Co -----	Attack platoon.
Trans Med Trk Co -----	Attack platoon.
Trans Term Trans Co -----	Attack platoon.
Trans Amphib-Land Cft Maint Co -----	Attack platoon.
HQ & HQ Trans Term Bn -----	Comd & con team.
HHD, Trans Trk Bn -----	Comd & con team.

5-82. Supply Elements

a. Petroleum supply elements present a significant rear area protection liability. However, these units will normally be associated with engineer and military police elements from which they derive incidental security.

b. Most other supply elements operate from relatively stable bases and have considerably more personnel than the average service support element. While this is necessary to perform assigned missions, during emergencies a 25 percent degradation in service support will yield a relatively higher rear area protection potential. For this reason, many of these elements are considered to have a capability to provide RAP attack platoons rather than RAP rifle platoons.

c. Following are estimated RAP potentials for selected supply units:

Type unit	RAP potential
HHC, Petroleum Op Bn -----	Comd & con team.
HHD, Sup & Svc Bn -----	Comd & con team.
QM Air Delivery Co -----	Attack platoon.
QM Air Equip Repair & Depot Co -----	Attack platoon.
QM Service Co -----	Attack platoon.
Gen Sup GS Co, Forward/Army/	
COMMZ -----	Attack platoon.
Fld Svc GS Co, Army/COMMZ -----	Attack platoon.
Hvy Material Sup GS Co, Forward/	
Army/COMMZ -----	Attack platoon.
Sup & Svc Co (DS) -----	Attack platoon.

5-83. Signal Elements

a. Most signal elements operate in small groups, teams, and detachments and can, therefore, do little more than provide for their own local, close-in security.

b. The specialized nature of signal units coupled with their random disposition precipitated by terrain considerations makes their employment in damage control and support roles extremely difficult to standardize. How-

ever, it is expected that an area commander would often assign these units missions, such as restoring communications.

c. Area commanders realize that, in emergencies, signal communications are most critical and that the employment of these elements must fully consider the potential impact on the communications system.

d. Following are estimated RAP potentials for selected signal units:

Type unit	RAP potential
HHD, Sig Const Bn -----	Comd & con team.
Sig Const Co -----	Rifle platoon.
Sig Cable Const Co -----	Rifle platoon.
HHC, Army Comd Sig Radio & Cable Bn -----	Comd & con team.
Comd Radio Co -----	Rifle platoon.
Comd Cable & Wire Co -----	Rifle platoon.
HHC, Army Area Sig Bn -----	Comd & con team.
Army Area Sig Co -----	Rifle platoon.
HHC, Army Comd Sig Op Bn -----	Comd & con team.
Telephone Op Co -----	Rifle platoon.
Comm Cen Co -----	Rifle platoon.
HHD, Sig Bn -----	Comd & con team.
HHD, Sig Gp -----	Comd & con team.
Sig Med HQ Op Co -----	Rifle platoon.
Sig Comm Cen Op Co -----	Rifle platoon.
Sig Small HQ Op Co -----	Rifle platoon.
Sig Op Co, Large HQ -----	Rifle platoon.
Sig Long Lines Co -----	Rifle platoon.
Sig Trunk Switching Co -----	Rifle platoon.
Sig Messenger Co -----	Rifle platoon.
Sig Radio Relay Co -----	Rifle platoon.
Sig Pictorial Co -----	Rifle platoon.

5-84. Engineer Elements

a. The esprit of engineer units coupled with the necessity of keeping most men combat trained makes these units one of the best groupings to preprogram for rear area protection purposes.

b. Where feasible, entire units should be used in their normal configuration for rear area protection missions. This is particularly true of combat engineer units.

c. Many engineer elements habitually operate away from their parent unit or in small teams. Units of this nature have no measurable rear area protection potential and hence are not listed here.

d. Following are estimated RAP potentials for selected engineer units:

Type unit	RAP potential
Engr Combat Co, Army -----	Attack platoon.
Engr Lt Equip Co -----	Attack platoon.
Engr Panel Bridge Co -----	Attack platoon.
Engr Float Bridge Co -----	Attack platoon.
Engr Equip & Maint Co -----	Attack platoon.
Engr Const Co -----	Attack platoon.
HHC, Engr Combat Bn, Army or Corps -----	Comd & con team.
HHC, Engr Topographic Bn, Army -----	Comd & con team.
HHC, Engr Const Bn -----	Comd & con team.
Engr Map Repro & Dist Co -----	Rifle platoon.
Engr Photomapping Co -----	Rifle platoon.

5-85. Aviation Elements

a. Army aviation elements are ideally suited for RAP operations in their existing configuration. However, the doctrinal thesis that aircraft are not earmarked for specific standby missions detracts somewhat from their ability to react rapidly to a RAP requirement.

b. A feasible compromise to retain some degree of responsiveness and at the same time not require aviation units to "stand by" is to require these units to be ready to provide lift and reconnaissance for RAP operations or to report their inability to the RAOC.

c. Generally, area commanders should make their minimum standby requirements known to aviation units in their areas and aviation units inform area commanders whenever they cannot meet these minimum requirements.

5-86. Medical Service Units

Medical support for RAP operations is substantially the same as for normal operations. There is no necessity to preprogram medical support in medical TOEs for RAP operations. In structuring the RAP task force, the RAOC specifically provides for medical support. The area surgeon and/or senior medical unit commander present will prepare the medical portion of the RAP plan for the RAOC, based on evaluation of the capabilities of the available medical units and in light of the exact area and service support situation. Medical support will include unit level medical service and appropriate backup support for rear area security

forces and medical aid teams for area damage control operations.

5-87. Civil Affairs Units

a. Civil affairs units generally operate as small teams. The relative power of these units to exert command influence over vast areas with minimal expenditure of resources makes them a potentially significant contributor to RAP operations.

b. The employment of either service support or tactical resources in RAP operations should always consider the advantages of including participation of civil affairs personnel most familiar with the affected area.

5-88. Maintenance Elements

a. The most significant deterrent to the use of maintenance elements for RAP operations is the unusually high percentage of critical specialists found in these units. The use of even a small number of maintenance personnel for security or damage control purposes might well cause a degradation of service support far outweighing the requirements of the situation.

b. As with supply units, many maintenance units operate from relatively cohesive bases and as such can be organized to at least defend themselves and, with consideration of their critical specialists, to assist in the defense of other areas. This is a subjective measurement best resolved on the spot.

c. Units reflected below are considered to have at least the minimum capabilities indicated. Only security considerations are preprogrammed below, however, the significant and varied capabilities obvious in damage control operations should also be identified for damage control planning.

d. Following are estimated RAP potentials for selected maintenance units:

Type unit	RAP potential
Lt Equip (GS) Maint Co	Rifle platoon (alternate).
Hvy Equip (GS) Maint Co	Attack platoon.
Ord Ammo (DS/GS) Co	Rifle platoon.
Lt Maint (DS) Co	Rifle platoon.

Type unit

RAP potential

HHC, Ord Ammo (DS) Bn ----- Comd & con team.
Main Support Co (DS) ----- Comd & con team.

5-89. Military Police Elements

a. The logical and normal deployment of military police elements makes them ideal for RAP operations. Their areas of interest generally coincide with the enemy's area of interest. In addition, military police will normally be the first element to investigate an incident or to be on the scene. Their inherent mobility coupled with excellent communications provides a capability to construct rapidly an integrated RAP element on the spot.

b. Often military police elements are deployed over relatively vast linear distances, and units so employed suffer some degradation of tactical responsiveness. However, where the total police effort is a product of area wide control, proper planning can overcome this problem.

c. Whenever possible, military police RAP responsibilities are preprogrammed to provide reconnaissance and escort platoons. This approach provides an area commander an essential tool for RAP operations and simultaneously provides military police with the minimum equipment to perform their reconnaissance and escort responsibilities.

d. Following are estimated RAP potentials for selected military police units:

Type unit	RAP potential
HHD, MP Bn	Comd & con team.
MP Gd Co	Rifle platoon.
MP Phys Scty Co	Recon & escort platoon.
MP Co	Recon & escort platoon.

5-90. Adjutant General Units

The administrative complications inherent in an operational system dependent on the melding of diverse resources must be recognized. While rear area protection is a field system, it must apply good management techniques or it will collapse in a maze of plans, regulations, directives, charts, and memoranda. Adjutant general units called on in the early stages of

system development can materially assist in providing both the data and the system most responsive to local requirements. In addition,

these units can manage and improve administrative procedures with professional competence not normally found elsewhere.

Section XII. AREAS UNDER DEVELOPMENT

For a full description of rear area security and area damage control operations to support the TASTA configuration, it will be necessary

to refer to FM 19-45-1 (Test), Rear Area Protection.

CHAPTER 6

COMMUNICATIONS SUPPORT

Section I. INTRODUCTION

6-1. General

Military communications systems to support theaters of operations must be mobile and flexible and must provide a high grade of service over long distances, over any type of terrain, and under all types of atmospheric and climatic conditions. For the coordination and control of theater operations, systems must provide a great number of secure communications channels among headquarters, units, and installations located within the theater. The systems must be designed to handle all types of traffic such as voice, data, teletypewriter, facsimile, and television. Separate systems must be integrated for theater-wide service. In addition, there must be two or more routes between points of the system to provide flexibility of employment and to reduce vulnerability to enemy action and equipment failure.

6-2. Communications Requirements

The total communications requirements among headquarters, units, and installations within a theater of operations will depend on many variable factors. The primary factors are size and type of the supported force and the intensity of conflict. Because the tempo of activity within a theater of operations will be great, communications systems must be capable of handling large volumes of traffic in a short period of time and capable of rapid expansion without disruption of communications service. The basic communications requirements are to provide internal communications within individual units; terminal-type communications for major headquarters; direct communications between major headquar-

ters; and area-type communications to interconnect headquarters, units, and installations.

a. Internal Communications Requirement. The internal communications requirement for individual units is satisfied by communications facilities and personnel organic to the unit. The communications facilities will vary from unit to unit, depending on the communications requirement of each individual unit.

b. Terminal-Type Communications Requirement. The terminal-type communications requirement for major headquarters such as theater, theater army, theater army support command, and its major subordinate command headquarters, the Field Army Support Command and its major subordinate command headquarters, are satisfied by communications facilities of signal units assigned or attached to each major headquarters. The signal unit provides communications facilities to handle all communications traffic generated by the headquarters.

c. Direct Communications Requirement. The direct communications requirement between major headquarters is satisfied by direct multichannel communications links installed, operated, and maintained by signal units of the theater army or the field army. These direct multichannel communications links will handle all the communications traffic transmitted between major headquarters.

d. Area-Type Communications Requirement. The communications requirement to interconnect headquarters, units, and installations within the theater is satisfied by an area-type communications system. The area-type com-

munications system provides communications service for headquarters, units and installations on an area basis to include special requirements such as pipeline, and traffic control communications. In the COMMZ this system is

established, operated, and maintained by signal units of the theater operations signal command, and in the combat zone, it is established, operated, and maintained by signal units of the field army signal brigade.

Section II. THEATER ARMY COMMUNICATIONS SYSTEM

6-3. General

The manner of organizing and controlling communications systems for the COMMZ and the combat zone are somewhat different. In the combat zone, the need for cohesion of the forces requires every major Army commander to install, operate, and control the communications system for his command. In the COMMZ, organizational and operational considerations of the theater army make centralized control of the communications system the most desirable method of operations. Centralized control of the communications system for the COMMZ will produce better communications support to all users and will require less resources than if all major army commanders were provided their own communications system. Therefore, the theater army communications system (TACS) to support the COMMZ is installed, operated, and maintained by the theater operations signal command under the operational control of the theater Army commander. Because of the organizational and operational concepts of the COMMZ, the TACS to support the headquarters, units, and installations located therein will require a communications system consisting of two subsystems: a command oriented communications subsystem and an area-oriented communications subsystem.

6-4. Command-Oriented Communications Subsystems

The command-oriented communications subsystem (fig. 6-1) consists of direct multichannel communications links interconnecting the major headquarters of the theater and theater army. Normally, direct multichannel communications links are required between DCS access points to theater headquarters; and from theater headquarters to theater alternate, theater army, theater navy, and theater air force head-

quarters. Direct multichannel communications links are also required from theater army headquarters to theater army alternate, TASCOT, army groups or field army headquarters, and to allied field army headquarters when required. In addition, they may be required between other major headquarters within the COMMZ, such as TASCOT to FASCOT, when the communications requirements between the headquarters cannot be satisfied by the area-oriented communications subsystem of the TACS. These direct multichannel communications links are provided by the tropospheric scatter (troposcatter), radio relay, and/or cable facilities; they are engineered to handle all types of traffic on a 24-hour basis. The communications links are installed, operated, and maintained by signal units of the theater operations signal command.

6-5. Area-Oriented Communications Subsystem (TACS)

In the COMMZ of a theater of operations, many subordinate commands of theater army are established to provide combat support and combat service support to the theater. These subordinate commands are widely dispersed throughout the COMMZ and will require an extensive communications system for command and coordination of operations. These communications requirements are satisfied by the area-oriented communications subsystem of the TACS. The area-oriented communications subsystem (fig. 6-2) extends along the lines of communications (LOCs) from the rear of the theater, through the COMMZ, and interconnects with the field army communications system in the combat zone. It provides local and long-distance communications service for headquarters, units, and installations located along the LOCs. This subsystem consists of trans-

mission centers, transmission subcenters, trunk switching centers, radio relay and cable trunking systems, and terminal communications centers.

a. The transmission centers and transmission subcenters provide radio relay and cable trunks and patching and switching facilities along each LOC. The transmission centers furnish trunking, patching, and switching service for users located within their area of responsibility. The transmission centers and selected transmission subcenters have drop and insert facilities to provide entry for users in their area.

b. The trunk switching centers provide switching for long-distance trunks of the area-oriented communications subsystem of the TACS. These centers are interconnected by direct trunk groups, and are connected to transmission centers within their area. This provides long-distance trunking between any points within the area-oriented communications subsystem with a minimum of switches.

c. The multichannel radio relay and cable access trunks provide headquarters, units, and installations access to the area-oriented communications subsystem. For simplicity, only a few access trunks are shown on figure 6-2.

d. The terminal communications centers provide terminal type communications service for headquarters, units, and installations located along the LOCs. Facilities provided are telephone, teletypewriter (including tape relay), facsimile, data (including store and forward capability), communications center, radio/wire integration, and messenger service.

6-6. Area Communications Centers

Many small headquarters, units and installations that will require local and long-distance communications service will be located along the LOCs. To provide this service on an area basis, small area communications centers are located in the area of high troop density. Field wire and field cable circuits connect these area communications centers to headquarters, units, and installations; multichannel access trunks connect these centers to the long lines trunking

systems at transmission centers and selected transmission subcenters. The area communications centers provide patching, switching, telephone, communications center, and radio/wire integration. Other functions include message center, teletypewriter, radio teletypewriter, facsimile, and messenger services.

6-7. Theater Army Communications System (TACS) Radio Nets

The theater army communications system radio nets are established as a backup for the multichannel radio and cable links. In addition, TACS radio nets may be established to provide mobility and flexibility in the use of the theater army communications system. Radio nets may be used as point-to-point service or in net operation consisting of more than two stations. Theater army communications system radio nets are normally established to provide communications between echelons of headquarters and between headquarters and subordinate commands.

6-8. Courier and Messenger Facilities

The headquarters, units, and installations located within the COMMZ will generate large volumes of message traffic that are too bulky or of low priority and therefore not suited for electrical transmission. To move this message traffic between addresses, a courier and messenger service must be established. Message relay stations are located along the LOCs to collect message traffic. Local messengers at major headquarters and at the area communications centers drop and pick up message traffic at the message relay stations on a regular schedule. The message relay stations dispatch this message traffic to other message relay stations serving the addressees by the air and motor messengers of the courier and messenger service. The courier and messenger service should be rapid responsive to the requirement for rapid service and normally should be able to deliver message traffic from the rear of the COMMZ into the field army area within a 24-hour period.

6-9. Pictorial Service

Headquarters, units, and installations within

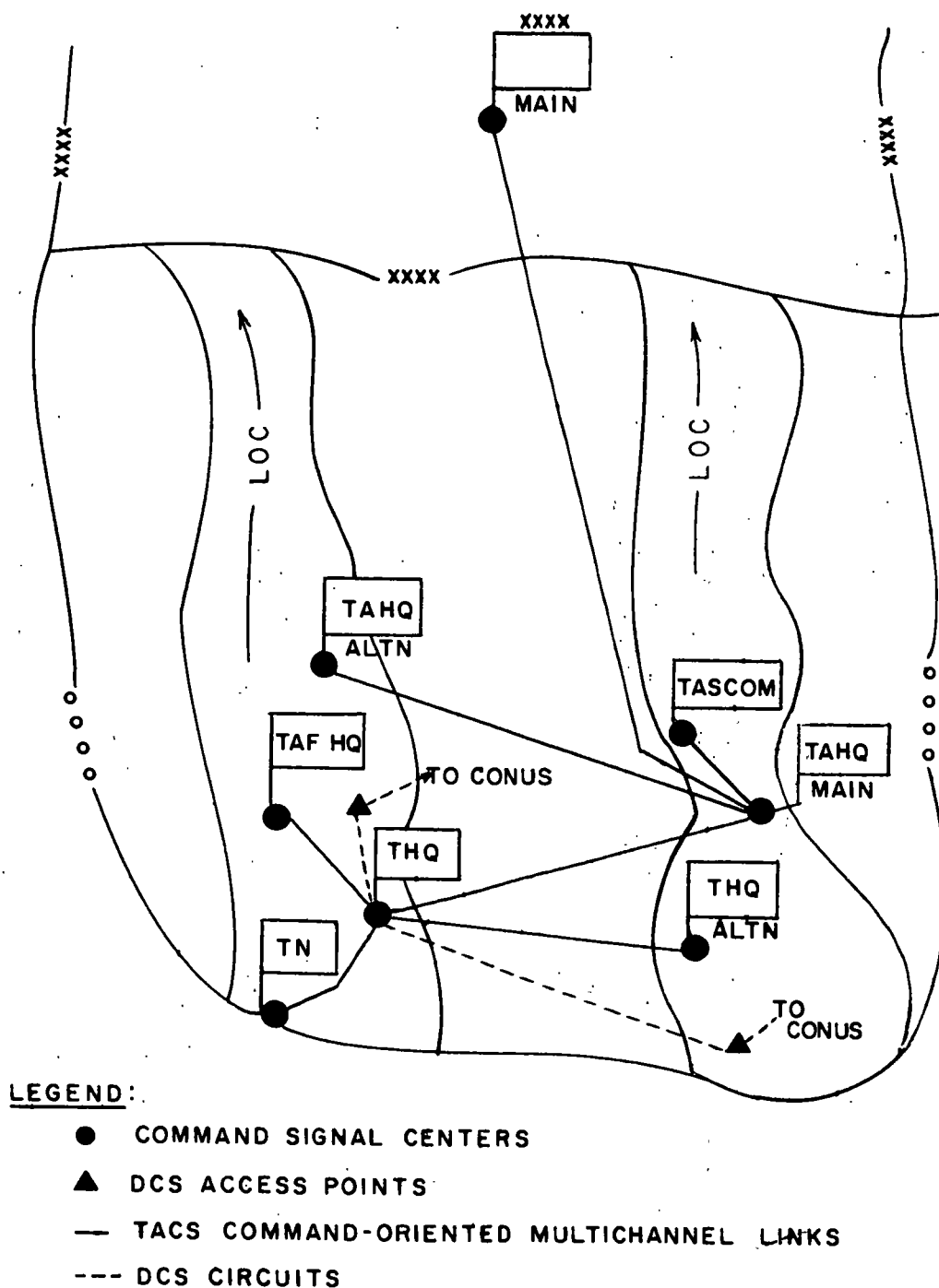
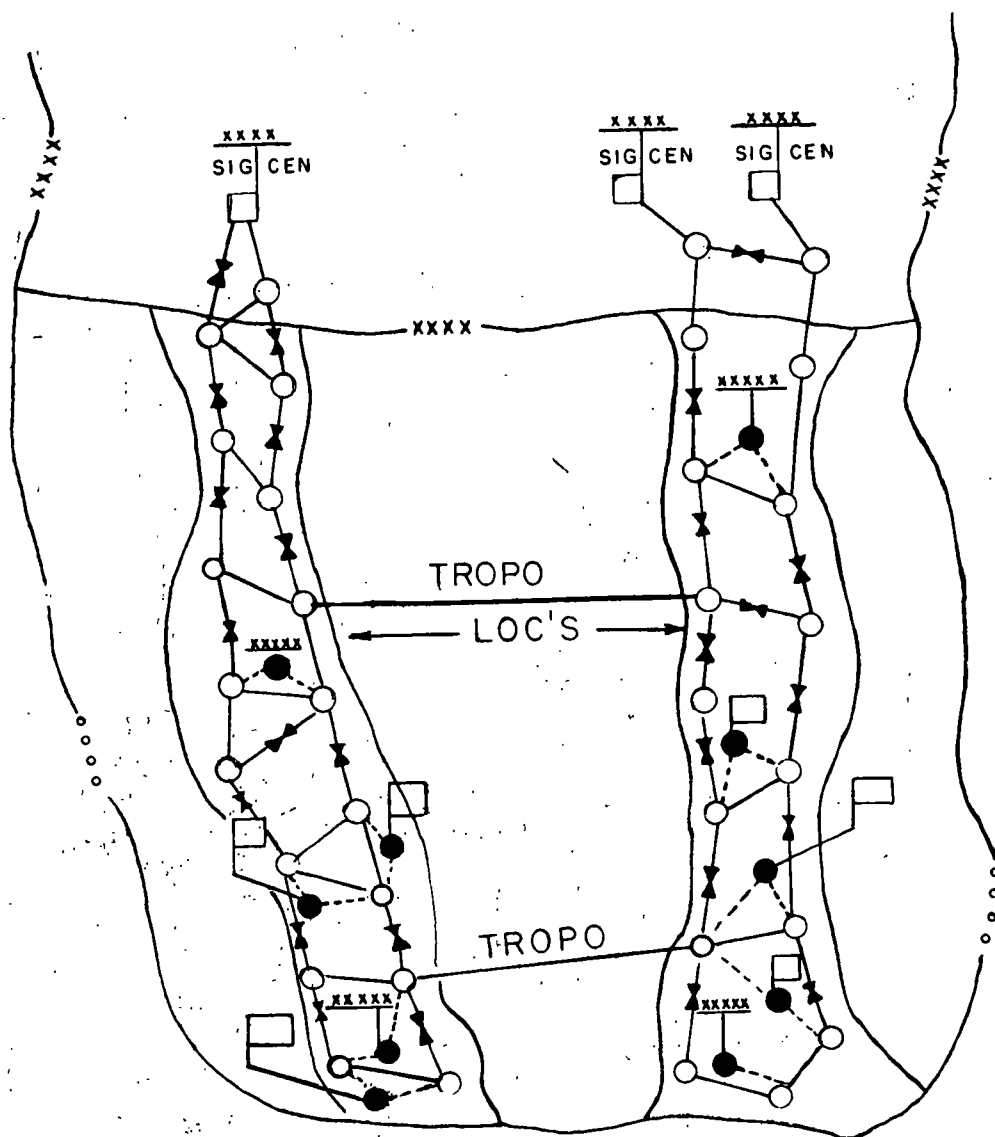


Figure 6-1. Type command-oriented communications subsystem (TACS).

the COMMZ will require pictorial service for operational records, information, and miscellaneous purposes. This service will consist of still and motion picture and black-and-white and color photographic coverage, including laboratory processing facilities and audio-visual communications service. Laboratory service for

still and motion picture and black-and-white and color photographic coverage is provided by the signal small and medium headquarters operations companies. Laboratory facilities for motion picture and color film and audio-visual communications service is provided by a separate pictorial company of the theater operations signal command.



LEGEND:

- TRANSMISSION CENTERS
- TERMINAL COMMUNICATIONS CENTERS
- TRUNK SWITCHING CENTERS
- LONG LINES TRUNKS
- - - ACCESS TRUNKS
- ⚡ TRANSMISSION SUBCENTERS

Figure 6-2. Type area-oriented communications subsystem (TACS).

Section III. THEATER ARMY SIGNAL ORGANIZATION

6-10. General

The signal organization that installs, operates, and maintains the TACS is the theater

operations signal command. The theater operations signal command will vary from one theater of operations to another because of the

signal mission assigned, the organization and communications requirements of the force supported, the size and terrain of the theater of operations, and the wishes of the theater army commander.

6-11. Type Theater Operations Signal Command

Because the organization of the theater operations signal command will vary from theater-to-theater, the basic structure should be flexible and capable of being tailored to accomplish the signal mission of the theater army in any region of the world. To provide this flexibility of organization, the theater operations signal commands are made up from building block signal units that can be added or deleted as required. The basic building block signal units are company- and battalion-size units that are organized by TOE. The basic companies are assigned to form *type* battalions. The *type* battalions and TOE battalions and companies are formed into *type* signal groups which comprise the major operating element of the theater operations signal command. The *type* theater operations signal command (fig. 6-3) provides communications within a COMMZ in support of one field army. The basic structure, however, is flexible and can be tailored to provide the type and size signal organization to satisfy the communications requirements of any size theater army force.

a. The headquarters and headquarters company includes the commander and his staff for the command and control of the theater operations signal command. The commander and his staff form signal estimates, plans, policies, and procedures for the installation, operations, maintenance, and management of the TACS.

b. The *type* theater army signal group consists of a headquarters and headquarters detachment, four *type* signal operations battalions, two signal companies (tropo) (light), a signal trunk switching company, and a signal messenger company. In addition, two signal large headquarters operations companies, two signal, medium headquarters operations companies, six signal, small headquarters operations companies will provide necessary communications to appropriate headquarters in the signal group's area of responsibility. The sig-

nal group has two signal communications center operations companies to furnish communications center service to small units and installations on an area basis.

- (1) The headquarters and headquarters detachment plans, directs, and coordinates the operations, training, logistical support, and administration for units assigned or attached to the signal group.
- (2) The *type* signal operations battalions install, operate, and maintain the communications facilities for a portion of the TACS. These facilities include the long lines trunking systems, access trunking systems, and patching and switching for the area-oriented communications subsystem of the TACS.
 - (a) The headquarters and headquarters detachment directs and coordinates operations of the signal battalion and provides facilities with which the battalion commander controls the battalion.
 - (b) The signal long lines companies provide long lines multichannel radio relay links for a designated portion of the TACS.
 - (c) The signal radio relay company provides multichannel access facilities to connect headquarters, units, and installations into the long lines system of the TACS.
 - (d) The signal cable construction company installs field wire and cable circuits, performs limited rehabilitation of indigenous cable and open wire circuits, and performs limited field wire and cable recovery operations.
- (3) The signal companies (tropo) (light) provides point-to-point multichannel troposcatter communications links between widely scattered transmission centers and direct multichannel communications links between major headquarters within the theater of operations.
- (4) The signal trunk switching company

installs, operates, and maintains the trunk switching centers for the TACS.

- (5) The signal messenger company provides long-distance air and ground messenger and courier service within the signal group's area of responsibility.
- (6) The signal large headquarters operations companies provide terminal type communications facilities for large headquarters such as theater and theater army within the signal group's area of responsibility.
- (7) The signal medium headquarters operations companies provide terminal type communications facilities and photographic services for medium headquarters such as TASCUM within the signal group's area of responsibility.
- (8) The signal small headquarters operations companies provide terminal type communications facilities and photographic services for small headquarters such as an area support group within the signal group's area of responsibility.
- (9) The signal communications center operations companies provide terminal type communications facilities for several units on an area basis.

c. The signal construction battalion installs or rehabilitates wire and cable circuits. The battalion consists of a headquarters and headquarters detachment and four identical signal construction companies.

- (1) The headquarters and headquarters detachment directs and coordinates the operations of the battalion and provides facilities for the battalion commander.
- (2) The signal construction companies install and rehabilitate wire and cable circuits within the COMMZ as required.

d. The pictorial company provides pictorial service and audiovisual communications service for the headquarters and units and installations within the COMMZ, and audiovisual communications service and limited backup pictorial service for army elements in the combat zone.

e. Other Signal units may be assigned to the type theater operations signal command as required. Such signal units may include TOE units or teams from TOE 11-500. These units may be assigned or attached to the signal groups, battalions, or to the theater operations signal command. The assignment or attachment will depend on where and how the signal units are to be employed.

Section IV. FIELD ARMY COMMUNICATIONS SYSTEM

6-12. General

Because the field army does not have a fixed organization, the communications system of the field army will vary in size and composition to satisfy the communications requirements of the size and composition of the force supported. The field army normally will consist of from 6 to 12 divisions under the control of from 2 to 3 corps. The communications system discussed and illustrated was designed and engineered for a field army consisting of two corps and six divisions. The basic communications system consists of multichannel radio and cable links, signal centers, extension facilities, HF radio nets, and a messenger service organized into an area-oriented communications subsystem

and a command-oriented communications subsystem.

6-13. Multichannel Radio and Cable Systems

The field army radio and cable links (fig. 6-4) connects the signal centers of the field army communications system. The multichannel links interconnect the echelons of the field army headquarters and connect the echelons of the field army headquarters to the echelons of major subordinate command headquarters to form the command-oriented communications subsystem. The multichannel links between the area signal centers and from the area signal centers to the division communications system,

to dispersed units and installations are designated area signal centers. Thus, command signal centers are located at the echelons of the field army headquarters, and area signal centers are located in areas of high troop density to provide service to units and installations in those areas.

6-15. Field Army Radio Nets

The field army radio nets are established as a backup for the multichannel radio and cable links. In addition, field army radio nets may be established to provide mobility and flexibility in the use of the field army communications system. Radio nets may be used as point-to-point service or in net operation consisting of more than two stations. The field

army radio nets are normally established to provide communications between the echelons of the field army headquarters and from the echelons of the field army headquarters to major subordinate commands.

6-16. Field Army Messenger Facilities

The field army messenger facilities consist of air and motor messenger service between the echelons of army headquarters and from the echelons of army headquarters to major subordinate commands. Messenger facilities are also provided between the area signal centers, as required. Air and motor messengers are normally provided on a scheduled basis, but may be provided on a special basis when the priority of the traffic requires special messengers.

Section V. FIELD ARMY SIGNAL ORGANIZATION

6-17. General

The field army signal organization is tailored to meet the communications requirements of a specific field army operating in a particular environment. Major components of the field army signal organization are command communications units, area communications units, and a command and control headquarters. The *type* signal organization discussed and illustrated herein is tailored to support a field army force of two corps and six divisions.

6-18. Type Field Army Signal Brigade

The *type* field army signal brigade (fig. 6-5) consists of a headquarters and headquarters company, four army area signal battalions, an army command operations battalion, and an army command radio and cable battalion. In addition, a signal medium headquarters operations company, and three signal small headquarters operations companies are provided the signal brigade for assignment or attachment to combat service support headquarters.

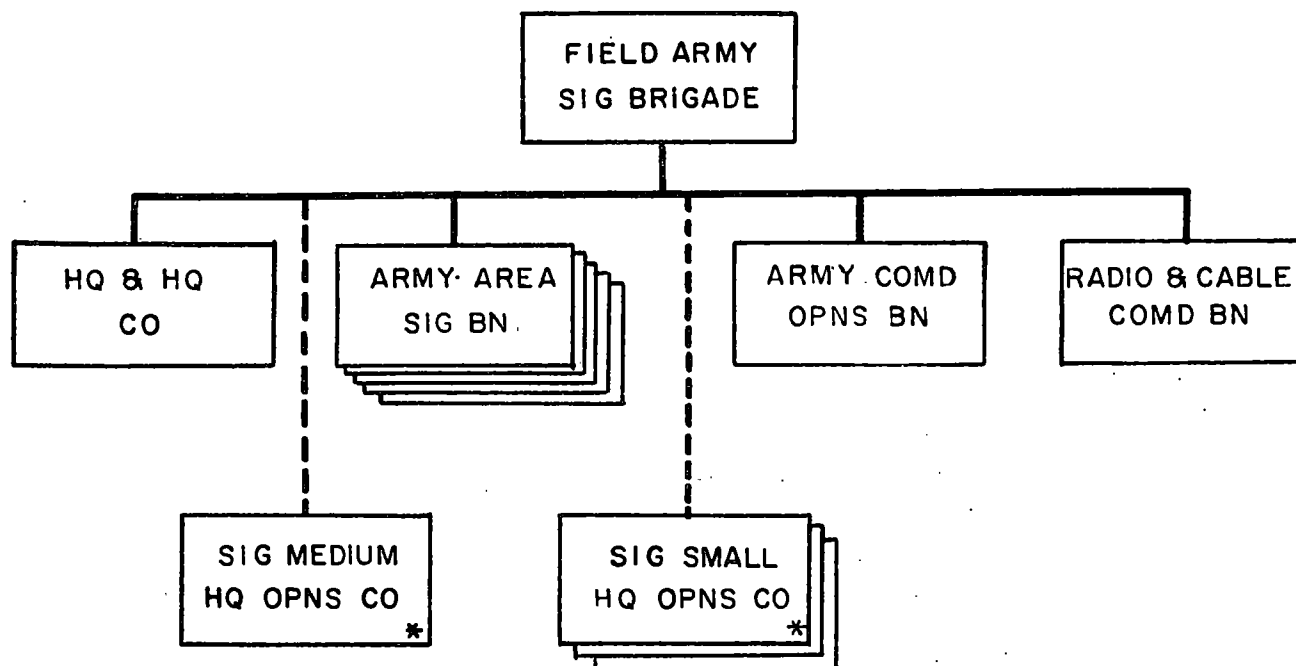
a. The headquarters and headquarters company provides command control, staff planning, and supervision of the signal units assigned to the signal brigade. This company is also responsible for the following:

- (1) Ground photographic facilities for the field army headquarters.

- (2) Air courier and air messenger service between the echelons of the field army headquarters.
- (3) Communications systems planning, traffic analysis, systems control, signal information service, circuit engineering, and centralized technical direction for the installation, operations, and maintenance of the field army communications system.

b. The army area signal battalions provide the facilities to establish, operate, and maintain the area-oriented communications subsystem. Each battalion is assigned an area for which they are responsible. The facilities are: multichannel radio relay systems between area signal centers, extension trunks to users in their area of responsibility, patching and switching for local and long distance traffic, radio wire integration and communications center facilities to handle message traffic in their area. In addition, the battalion furnishes distribution centers for units located distantly from the signal centers, signal information service for users in their area, and messenger service as required.

c. The army command operations battalion provides terminal type communications facilities for the echelons of the field army headquarters. The communications facilities are



* NOTE: To provide terminal communications for FASCOM and Support Brigade Headquarters.

Figure 6-5. Field army signal brigade.

communications center, data (to include store and forward capability), telephone, teletypewriter, facsimile, and cryptographic terminal facilities. In addition, the battalion provides motor messenger service for the echelons of the field army headquarters.

d. The army command radio and cable battalion provides the radio relay, troposcatter, and cable facilities that form the command-oriented communications subsystem of the field army communications system. These facilities are: radio relay links that interconnect the echelons of the field army headquarters with major subordinate command headquarters; troposcatter links that connect the field army headquarters with corps headquarters and to other subordinate headquarters as required; and field cable link that interconnects the echelons of the field army headquarters; and HF radioteletypewriter facilities to operate in the field army radio nets.

e. The signal medium headquarters operations company is provided the signal brigade for attach-

ment to the FASCOM. This signal company furnishes terminal type communications and photographic support for the FASCOM headquarters.

f. Three signal small headquarters operations companies are provided the signal brigade for attachment to the two corps support brigades and the army rear support brigade. These signal companies provide the support brigade headquarters terminal type communications and photographic service.

g. Army area signal companies assigned to the Army area signal battalion will provide terminal type communications facilities on an area basis.

6-19. Miscellaneous Signal Units

Additional signal units may be required within the signal brigade when the communications requirements of the field army exceed the capabilities of the signal units normally assigned to the brigade. The signal units may consist of special signal units to perform special functions or augmentation teams from TOE 11-500.

CHAPTER 7

MILITARY INTELLIGENCE SUPPORT

7-1. General

Military Intelligence support to the Combat Service support units in a theater of operations is provided by the Military Intelligence Group, Field Army, the Military Intelligence Group, Security, ASCOM, TASCOT and the Theater Army Headquarters Military Intelligence support organization. The type and quantity of Military Intelligence support required is contingent upon the deployment of a field army, a TASCOT, and other theater army troops. The intelligence support provided is that which is additional to the capabilities of the combat and combat support forces with their normal Military Intelligence attachments, and that which must be available at the echelon above an eight-division field army and its supporting theater army support command (TASCOT). Hereafter, any referral to the field army will be limited to those instances involving the TASCOT.

7-2. Intelligence Support

Theater army should provide those intelligence and intelligence specialist support services which are beyond the organic capabilities of its subordinate commands or those which can be centralized more effectively and efficiently. Subordinate commands retain intelligence responsibilities and resources which are essential to their mission and those whose response time would be attenuated to a degree constituting an unacceptable risk.

a. Both Field Army and TASCOT have a requirement for strategic intelligence on hostile military forces which may be employed against them and on areas of operation beyond their immediate interest. The only strategic intelligence production capability assigned to TASCOT is the Theater Army's Engineer and Topographic capa-

bility and only a very limited strategic intelligence production capability. TASCOT, utilizing the resources of its mission commands as collection agencies, primarily produces intelligence of immediate concern to units in the COMZ. The combat intelligence produced in the Field Army and the strategic intelligence produced by the Theater Army are also widely disseminated. Each will require a selected quantity of intelligence produced by the other component commands. Theater Army has the responsibility to anticipate and either produce or procure the finished intelligence beyond the capabilities of its subordinate commands.

b. During the development of Military Intelligence organizations for the support of field army and TASCOT, certain intelligence specialist capabilities were deleted as being more appropriately a support function to be provided by Theater Army. Lacking a capability of their own, the following Military Intelligence support is required by field army and TASCOT:

- (1) Field army—
 - (a) PW interrogation at cages in TASCOT.
 - (b) Technical intelligence analysis.
 - (c) Interrogations in support of counterespionage, countersabotage and countersubversive operations (CI Opn).
- (2) TASCOT—Interrogation in support of CI Opn.
- (3) Although not a part of the Military Intelligence structure, Field Army and TASCOT will each require SIGINT, COMSEC and Air Weather Service support.

c. In addition to its conventional intelligence staff capability, Theater Army will require

Military Intelligence support for the collection and processing of information. This support is essential to the intelligence production required by the Theater Army staff, subordinate commands, component commands, and Theater. Military Intelligence specialist support requirements include—

- (1) Imagery interpretation.
- (2) PW interrogation.
- (3) Technical intelligence analysis.

7-3. Military Intelligence Organization, Theater Army

a. The Imagery Interpretation element processes imagery provided by the TAF for the ACofS, Intelligence. This element normally is located in vicinity of Theater Army headquarters but may be deployed to one or two TAC Reconnaissance airfields. Their II reports normally are used for long range studies.

b. The interrogation Prisoner of War Element is located at three PW cages in the TASCOT area and provides reports on selected PWs in response to specific requirements levied by the ACofS, Intelligence, Theater Army. G2 Field Army may request interrogation of PW whose interest or knowledgeability was determined after evacuation from Field Army.

c. The Technical Intelligence Company (TOE 30-34E) provides examination, analysis and reports on enemy materiel collected and evacuated by technical intelligence collectors within the field army. To perform its mission, this company must have access to medical and chemical laboratories.

d. The Counterintelligence Interrogation element provides centralized and specialized interrogation in support of counterespionage, counter-sabotage and countersubversive operations conducted by Field Army and TASCOT.

e. Relationship to other Theater Army and Component Commands.

- (1) The Military Intelligence Organization, Theater Army, operates in direct support of Headquarters, Theater Army and in general support of the Military Intelligence groups assigned to the Field Army

and to the TASCOT. If theater establishes joint facilities, each element of the group is capable of providing the Army element of similar joint facilities.

- (2) The Military Intelligence Unit coordinates closely with comparable intelligence units of component commands to provide for the timely exchange of intelligence information, consolidation of appropriate operations, and the elimination of conflicts and duplication.
- (3) The Military Intelligence Units assigned Theater Army, Field Army and TASCOT support those commands in the exercise of their command intelligence responsibilities. Although the three groups establish working level coordination for many of their activities, they operate under the staff supervision of their command intelligence officers. There is no requirement for a military Intelligence command to coordinate or provide administrative support for the three groups. Replacement or augmenting personnel are requisitioned and assigned through normal channels.

7-4. The Military Intelligence Group, Field Army

a. Imagery interpretation is accomplished at Field Army level by the four Imagery Interpretation Detachments, one located at each of the four tactical air force squadrons (in most instances, some distance outside the field army area). Each detachment, with its own command control communications and liaison, performs immediate imagery interpretation (aerial photographs, infrared, and side-looking airborne radar); disseminates reports to field army headquarters and/or requesting units; reproduces, identifies and packages imagery for transmittal.

b. The Counterintelligence Detachment performs the counterintelligence and security functions within the field army from division rear to the rear field army boundary. Its headquarters is located within the headquarters of the MI-Group, Field Army. To cover the area, six

stations (for control and communication purposes) are located throughout the army area, one at each field army headquarters, FASCOM, the three direct support brigades, and the general support brigade. Operating teams, 22 in all, are attached, three to five to a station. The Counterintelligence Detachment does *not* have the capability of clandestine counterespionage (into a denied area). This function belongs to Special Operations (including Clandestine Intelligence Collection); field army will be dependent on Theater Army for support in this area.

c. The Interrogation Detachment will conduct interrogations and perform document translation and analysis to meet field army requirements. It has the capability of handling interrogations for from one to three cages at field army level.

d. The Technical Intelligence Collection Detachment manages the collection and movement to the Army rear of materiel of technical intelligence significance. This detachment represents the sole technical intelligence collection capability in the field army. It has a limited capability of analysis for items of immediate tactical value. The detachment has no capability for detailed analysis or exploitation; Field Army will be dependent on Theater Army for this support.

e. Included in the HQ and HQ Co, MI Group, is an Army Headquarters Support Section which provides specialists in the field of imagery interpretation, order of battle, technical intelligence, strategic intelligence research and analysis, counterintelligence, editorial functions and censorship to work within the field army G2 staff section. Operational guidance and staff supervision over these personnel is exercised by the G2.

f. Attached to each field army corps is an MI Battalion of the MI Group, Field Army. This battalion includes an Aerial Surveillance Company with its own aircraft and surveillance means. Five imagery interpretation teams are provided by the HQ and HQ Co, Corps. Each battalion has a Long Range Patrol Company to provide long range reconnaissance, surveillance and target acquisition. A corps headquarters support section provides direct support to the corps G2 in the fields of counterintelligence, editorial functions, order of battle, technical intelligence, interrogation, and

imagery interpretation. The counterintelligence element provides internal security for the corps headquarters and has a limited capability to support division CI elements. The MI Battalion will provide two separate brigade detachments as required.

g. Division detachments, one per division, contain an order of battle section, an imagery interpretation section, a counterintelligence section, an interrogation section, and a technical intelligence section. The division detachment provides both operational and G2 staff support in the above fields; however, the technical intelligence function is advisory only.

7-5. Military Intelligence Group, Security

a. Theater Army Support Command provides that intelligence and intelligence specialist support which are beyond the organic capabilities of its subordinate commands or that which can be more effectively and efficiently centralized. Subordinate commands retain intelligence responsibilities and resources which are essential to their mission.

b. The MI Gp, Scty, provides military intelligence specialist support for TASCOC units and all Army units located in the TASCOC area. The group is responsible for the conduct of personnel security investigations of Army personnel, and will conduct intelligence operations in support of the ASCOC rear area security mission. The group is organized as shown in figure 24-1. The personnel security effort is controlled, centralized and managed by the group headquarters with the investigations conducted by the subordinate Military Intelligence Detachments. Since counterespionage, countersabotage, and countersubversion operations transcend Area Support Group boundaries, these operations are planned and controlled by the MI GP Headquarters. The commanding officer, in coordination with the ACofS, Security, Plans and Operation, ASCOC, will make necessary adjustments to the strength of MI Detachments to reflect variations in Army personnel strength and hostile threat in the Area Support Group areas. In the event that activities of the hostile threat escalate to the degree that aerial surveillance aircraft with an im-

agery capability are assigned to ASCOM, imagery interpreters and a processing unit will be added to the group headquarters.

c. Command, control and supervisory elements for all military intelligence units assigned to TASCOM are provided by the Headquarters and Headquarters Company, MI Gp, Scty. The company is organized as shown on figure 24-2. Under the staff coordination of the ACofS, Security, Plans and Operations, ASCOM, it controls counterespionage, countersabotage, and countersubversion intelligence operations. Conducting planning and research cases are then assigned to subordinate MI Detachments, Scty. The control of all Army personnel security cases is centralized at group level with leads assigned to MI Detachments, Scty, for accomplishment. Classified equipment, maintenance, and supplies peculiar to intelligence operations are provided subordinate detachments by the group headquarters.

d. The MI Detachment, Central Records Facility (MI Det, CRF), figure 24-3, is the centralized records facility for Theater Army. It is under the operational control of Headquarters, MI Group and the staff supervision of the Group S3. The CRF maintains records on personnel of intelligence interest and supports counterespionage, countersabotage, countersubversion and collection operations. It provides

direct support to MI Detachments within ASCOM, the Security Company of the MI G, Field Army, and responds to queries from security elements of other U.S. military services.

e. Military Intelligence Detachments, Security (MI Det, Scty), figure 24-4, are assigned to the Headquarters and Headquarters Company, MP Gp, Scty, and are attached to each Area Support Group for logistical support. The detachments provide intelligence specialist support for Area Support Groups, and respond to Area Support intelligence requirements which normally include physical security and assistance in security training. The detachment headquarters is located in the vicinity of Headquarters, Area Support Group, to insure coordination and close support. It will also provide access to communications facilities and information being reported in group headquarters. In order for the detachment to accomplish its missions, detachment personnel may be located at several additional locations within an Area Support Group's area. The detachment closely coordinates its operations with Military Police and Civil Affairs units in the area. The detachment conducts counterespionage, countersabotage, countersubversion operations, and personnel security investigations as directed by Headquarters, MI Gp.

CHAPTER 8

TROOP LISTS

Section I. GENERAL

8-1. General

Troop lists developed in support of TASTA-70 are based in general on an eight division field army expandable to a twelve division field army with a supporting communications zone located in Western Europe. An independent three division corps and an independent division are located in southeast Asia.

8-2. Planning

TASTA-70 troop lists do not support a type field army. They support only forces described in scenarios. Planning factors utilized for development of troop lists include—

a. A 45 day theater supply level distributed as follows:

- (1) Ten days in the combat zone for field army to include:
 - (a) Two days at division support command and direct support unit level in FASCOM.
 - (b) Three days at the general support level in the corps areas.
 - (c) Five days in the army service area.
- (2) Ten days in the communications zone in area support groups. Three days are carried in the area support groups while the remaining seven days are stored in rear TASCOT depots.
- (3) Thirty-five days in TASCOT depots for the theater including:
 - (a) Ten days in forward TASCOT depots.
 - (b) Twenty-five days in rear TASCOT depots.
- (4) Variations from the stockage levels are required for repair parts, ammunition, bulk petroleum, and other items.

(5) Throughput factors within field army include the following: Seventy-five percent of all cargo entering the field army is delivered to division support commands and direct support units; 25 percent of cargo originates in general support units within the field army. Variations from these throughput factors are required for POL, ammunition, medical supplies and repair parts.

(6) Throughput factors within COMMZ include: Ninety-five percent of all cargo originates in rear TASCOT depots and moves directly into field army. Shipments from forward depots are not contemplated except in emergencies and for necessary turnover. Spare parts and special weapons are priority cargo for intratheater airlift. Five percent of all dry cargo (less conventional ammunition and major end items) enters the theater by air and continues to move by air into the field army. Twelve and one-half percent of all dry cargo (less conventional ammunition and major end items) including the 5 percent intertheater air lifted cargo, is moved by intratheater air into the field army.

b. The theater medical evacuation policy is 60 days.

8-3. Combat Service Support

Troop lists contained in this chapter represent balanced combat service support forces for the particular purpose for which they have been created. Many of the TOE contained in these lists are currently under development.

Refinements of these TOE will cause minor changes in overall totals.

8-4. Type B Units

Type B units have been utilized throughout the communications zone resulting in a reduction of approximately 25 percent in overall U.S. Army military strength from that required for full U.S. military staffing. Type B units were not utilized in the field army because of the tactical environment. In a less critical environment, force planning should consider the use of type B units for approximately 25 percent of the strength of combat service support units in the army service area.

8-5. Requirements for Nonmilitary Personnel

A planning factor of 48 percent of overall COMMZ strength required has been utilized to determine requirements for non-U.S. military personnel. Non-U.S. military personnel include: Personnel in type B units, PW labor, indigenous labor, and services. Utilization of this labor also permits expansion of the capabilities of company sized units to support increased requirements without the addition of whole companies.

8-6. Experimental Troop Lists

Complete experimental troops lists were developed utilizing a 30 day theater supply level and a 30 day theater medical evacuation policy. Analysis of these lists led to the following conclusions:

a. Stockage of fewer quantities of supplies (from 45 to 30 day levels) in the TASCOT depots did not affect the number of U.S. military personnel required since these personnel

are required for the same numbers of line items handled in either situation. Availability of non-U.S. military personnel for storage operations was considered to be sufficiently flexible to absorb increased stockage.

b. Reduction of the theater medical evacuation policy from 60 to 30 days caused minor decreases in bed requirements which were partially offset by increases in requirements for ambulance and holding companies. In the three-division force structure, the net decrease in medical personnel was approximately 500. This is not considered to be of sufficient magnitude to justify a change from a 60 day medical evacuation policy.

c. Based upon this analysis, a reduction of supply levels below 45 days and a medical evacuation policy below 60 days was not considered feasible.

8-7. FASCOM and TASCOT Organizations

These organizations are designed to support an eight-division force. Headquarters units and control centers do not require increased strengths to support twelve-division forces. Operating elements are increased to support greater workloads. Headquarters structures of area oriented COMMZ organizations (area support groups, civil affairs, military police) are not increased to support a twelve-division force since the COMMZ area remains the same as for the eight-division force.

8-8. Force Structures and Resupply Requirements

Force structures and resupply requirements by class of supply are contained in paragraph 8-9 through 8-22.

Section II. SUPPORT OF A 12-DIVISION FORCE

8-9. Force Structure

a. Combat Zone.

Division Troops	190,000 (One division = 15,830)
Corps Troops	93,500 (One corps = 94,500)
Army Troops	146,500
	(430,000) = One field army

b. Communications Zone.

Army	150,000
Air Force	60,000
Total	640,000 = Total theater troops

8-10. Resupply Factors by Class of Supply

Supply	Factor	Tons per Div	Factor	Tons per Corps	Factor	Tons per Army	Factor	Tons per COMMZ
Class I ¹	6.7	55	6.7	325	6.7	1440	8.8 ⁴	920
Class II ² & IV								
Army	17.76	140	17.76	840	15.99	3440	18.30	1370
Air Force							4.54	135
Class III ³								
Air Force							19.2	3740
Army			6	1845	5	6990	5	2440
Armor	11.2	560						
Infantry	7.5	380						
Mech	9.9	500						
Class V ⁵		320		1360		4325		204

¹ Pounds per man per day.

² Data regarding II & IV factors contain adjustments made during development of TASTA-70 Study.

³ Gallons per man per day. The factors were derived as a result of October 1964 POL Study by USACDC Supply Agency.

⁴ This larger figure is due to diversion to civilians, prisoners of war and miscellaneous theater wide losses. This figure was derived from FM 101-10-1.

⁵ Rd per wpn per day from SB 88-25. 7 percent factor added for bulk items, i.e., land mines, TNT. 5 percent factor added for expenditures in corps and army service areas.

8-11. Troop List: FASCOM in Support of a 12 Division Force

Unit	TOE No.	Strength	Number	Total
Command and Control:				
Hq & Special Trps, FASCOM	54-12	475	1	475
HHC Spt Bde (Corps)	54-22	350	3	1050
HHC Spt Bde (Army)	54-22	350	1	350
HHC Spt Group	29-102	150	8	1200
				3075
Personnel Services:				
HHD Pers & Admin Bn	12-66	61	4	244
Personnel Svcs Co	12-67	330	4	1320
Admin Svcs Det	12-570	43	4	172
Fin Direct Support Co	14-17	101	17	1717
Replacement Reg Det	12-560	36	16	576
Army Post Office	12-550	36	16	576
Special Services Det	12-18	40	4	160
Band	12-107	43	4	172
				4837
Civil Affairs:				
Civil Affairs Brigade	41-201	186	1	186
Civil Affairs Battalion	41-500	106	4	424
Civil Affairs Company	41-500	113	16	1808
				2418
Judge Advocate General:				
JAG Det (Det HQ)	27-500(AA)	4	3	12
JAG Det (Det HQ)	27-500(AB)	9	1	9
JAG Det (Claims)	27-500(FA)	4	6	24

Unit	TOE No.	Strength	Number	Total
JAG Det (Claims) -----	27-500 (FB)	10	1	10
JAG Det (War Crimes) -----	27-500 (GA)	4	3	12
JAG Det (War Crimes) -----	27-500 (GB)	5	1	5
JAG Det (GCM Trial) -----	27-500 (HA)	6	4	24
JAG Det (GCM Trial) -----	27-500 (HB)	10	2	20
JAG Det (Legal Asst) -----	27-500 (IA)	3	6	18
JAG Det (Legal Asst) -----	27-500 (IB)	4	1	4
				138
<i>Medical Service:</i>				
Medical Holding Co -----	8-57E	90	3	270
HHD Medical Brigade -----	8-112	67	1	67
HHD Medical Group -----	8-122	34	6	204
HHD Medical Battalion -----	8-126	34	9	306
Mobile Army Surg Hosp -----	8-571	118	12	1416
Medical Air Amb Co -----	8-137	159	3	477
Medical Amb Co -----	8-127	97	15	1455
Medical Clearing Co -----	8-128	127	15	1905
Medical Collecting Co -----	8-129	190	3	570
Convalescent Center -----	8-590	242	1	242
Evac Hospital -----	8-581	309	24	7416
PVMT MED Svc Unit, Field -----	8-204	114	1	114
Medical Lab -----	8-650	111	1	111
Army Med Depot -----	8-667E	198	1	198
<i>Medical Service Organization 8-500:</i>				
Co Hq -----	Team AC	8	4	32
Hq Vet Prof Svc -----	Team AF	4	1	4
Hq Med Prof Svc -----	Team AG	15	3	45
Hq Dental Prof Svc -----	Team AI	4	5	20
Vet Sml Animal Hosp Det -----	Team ID	14	1	14
Vet Sml Animal Disp Det -----	Team IE	7	6	42
Vet Svc Det, Small -----	Team JA	6	3	18
Vet Svc Det, Large -----	Team JB	54	1	54
Surgical Det -----	Team KA	7	6	42
Orthopedic Det -----	Team KB	7	6	42
Shock Det -----	Team KC	4	3	12
Maxillofacial Det -----	Team KD	7	3	21
Neurosurgical Det -----	Team KE	7	6	42
Thoracic Det -----	Team KF	7	3	21
Med Trtmnt Det (Chem Agts) -----	Team KG	14	3	42
X-Ray Detachment -----	Team KH	3	1	3
Den Op Det -----	Team KI	2	10	20
Den Svc Det -----	Team KJ	36	28	1008
Den Prosth Det Mobile -----	Team KK	4	14	56
Psychiatric Det -----	Team KO	19	3	57
Blood Distribution Det -----	Team NC	8	1	8
Medical Det -----	Team OA	9	30	270
Medical Intelligence -----	Team QA	12	3	36
Helicopter Amb Det -----	Team EA	36	12	432
Air Crash Rescue -----	Team RC(P)	15	18	270
Air Crash Rescue -----	Team RD(P)	7	12	84
<i>Military Police Service:</i>				
HHD Military Police Bde -----	19-262	64	1	64
HHD MP Bn -----	19-76	58	5	290
HHD MP Bn (COMP) -----	19-500	28	1	28
MP Co -----	19-77	182	22	4004
MP ESCRG Co -----	19-47	141	2	282
Military Police Guard Co -----	19-247	125	2	250
MP Physical Security Co -----	19-97	143	3	429

Unit	TOE No.	Strength	Number	Total
MP Criminal Inves Det -----	19-500	4	3	12
MP Criminal Inves Det -----	19-500	27	1	27
MP Confinement Det -----	19-500	26	1	26
MP Hospital Security Det -----	19-500	38	1	38
				5450
<i>Ammunition Service:</i>				
HHC Ordnance Ammo Group -----	9-22	89	3	267
HHC Ordnance Ammo Bn -----	9-36	106	6	636
Ammo Co Conventional/Special -----	9-37	294	9	2646
Ammo Co DS/GS -----	9-38	242	6	1452
Special Ammo Supply Co Msl -----	9-47	228	6	1368
Special Ammo Co (GS) -----	9-48	166	3	498
Guided Missile Maint Co (GS) -----	9-59	283	3	849
Missile Spt Det (DS) (EK) -----	9-500	61	6	366
EOD Det Control (GC) -----	9-500	9	3	27
EOD Det Disposal (GA) -----	9-500	12	9	108
				8289
<i>Maintenance Service:</i>				
Maint Mgt Det (FASCOM) -----	29-403	19	1	19
Maint Mgt Det (Spt Bde) -----	29-403	29	4	116
HHD Maintenance Bn -----	29-136	53	26	1378
Main Support Co -----	29-208	214	16	3424
Light Maint Co -----	29-207	154	32	4928
Aircraft Maint Co, DS -----	55-457	244	16	3904
Hv Equip Maint Co (GS) -----	29-137	292	27	7884
Collection & Class Co -----	29-139	226	4	904
Light Equip Maint Co (GS) -----	29-134	273	9	2457
Tire Repair Co -----	9-117	161	1	161
HHC Aircraft Maint Bn -----	55-66	64	2	128
Aircraft Maint Co (GS) -----	55-458E	253	16	4048
				29322
<i>Supply and Service:</i>				
Inventory Con Co (FASCOM) -----	29-402	286	1	266
Stock Con Co (Spt Bde) -----	29-404	191	4	764
HHD Supply & Service Bn -----	29-146	96	12	1152
Sup & Svc Co (DS) -----	29-147	286	16	4576
Field Service Co (GS) Fwd -----	29-114	228	12	2736
Field Svc Co (GS) Army -----	29-124	324	2	648
General Supply Co -----	29-118	195	16	3120
Repair Parts Sup Co (Fwd) -----	29-119	263	6	1578
Repair Parts Sup Co (Army) -----	29-119	289	2	578
Heavy Materiel Supply Co -----	29-127	199	5	995
Acft & Msl Repair Parts Supply Co -----	29-129	191	2	382
Airdrop Supply Co -----	10-407	274	1(-)	208
HHC Petroleum Sup Bn -----	10-226	80	4	320
Petroleum Supply Co -----	10-227	283	6	1698
Team BA, Sales Det Mbl -----	10-500	3	28	84
Team BB, Sales Det S-Mbl -----	10-500	5	4	20
Team BC, Sales Det Supr -----	10-500	8	4	32
Team FA, Firefighting Hq -----	5-510	4	6	24
Team FB, Fire Truck -----	5-510	6	6	36
Team FC, Water Truck -----	5-510	2	6	12
Team FD, Brush Fire Truck -----	5-510	2	18	36
Team HC, Utilities -----	5-530	31	6	186
Team HD, Utilities -----	5-530	52	2	104
Team HH, Real Estate -----	5-530	16	1	16
Team GF, Gas Gen -----	5-520	27	1	27
Team CG, CO ₂ Gen -----	5-520	13	1	13
				19611

Unit	TOE No.	Strength	Number	Total
<i>Transportation Service:</i>				
Movements Control Co (FASCOM) -----	55-6	106	1	106
Movements Control Co (Spt Bde) -----	55-7	79	3	237
HHD Transportation Bde -----	55-62	127	1	127
HHD Motor Trans Bn -----	55-16	43	5	215
Trans Lt Trk Co (2½ T) -----	55-17	175	2	350
Trans Lt Trk Co (5T) -----	55-17	179	3	537
Trans Lt/Mdm Trk Co -----	55-67	200	24	4800
Trans Mdm Trk Co (Cargo) -----	55-18	186	4	744
Trans Mdm Trk Co (Pet) -----	55-18	186	15	2790
Trans Car Co (+) -----	55-19	137	4	548
Trans Heavy Trk Co -----	55-28	155	5	775
Trans Terminal Transfer Co -----	55-118	267	3	801
HHC Avn Bn -----	1-256	76	2	152
Avn Medium Helicopter Co -----	1-258	245	4	980
Avn Heavy Helicopter Co -----	1-259	129	1	129
Avn Svc Spt Co -----	1-407	189	1	189
				13480
Total -----				104066

8-12. Troop List: TASCAM in Support of a 12 Division Force

Unit	TOE No.	Strength	Number	Total
<i>Headquarters:</i>				
Hq & Special Troops, TASCAM -----	54-302	500	1	500
				500
<i>Personnel Command:</i>				
HHC Personnel Command -----	29-111	181	1	181
Pers & Admin Agency -----	29-112	689	1	689
Chaplain Gen Spt Det -----	16-4G	18	1	18
ADP Unit -----	29-540	69	1	69
Gen Spt Postal Co -----	12-550	180	1	180
Replacement Reg Co -----	12-560	296	1	296
Special Svcs Co -----	12-18	486	1	486
Finance Agency (GS) -----	14-4	300	1	300
HHD PW Bde -----	19-282	86	1	86
HHD Branch PW/Civilian Internee Info Center -----	19-503	75	1	75
HHD PW Camp -----	19-256	316	3	948
HHD Military Police Bn (Comp) -----	19-500	28	3	84
Military Police ESCRG Co -----	19-47	141	1	141
MP PW Proc Co -----	19-237	81	1(-)	48
MP Guard Co -----	19-247	125	8	1000
Crime Lab -----	19-500	17	1	17
HHC MP Bn Rehab Training Center -----	19-316	122	1	122
HHC Graves Registration Bn -----	10-296	89	2	178
Graves Registration Co (Type B) -----	10-297	67	8	536
				5454
<i>Medical Command:</i>				
HHC Medical Command -----	8-111	191	1	191
HHD Medical Group -----	8-122	34	4	136
HHD Medical Battalion -----	8-126	34	5	170
Medical Holding Co -----	8-57	90	3	270
Medical Amb Co -----	8-127	97	6	582
Medical Clearing Co -----	8-128	127	3	381
Medical Collecting Co -----	8-129	190	3	570

Unit	TOE No.	Strength	Number	Total
Medical Depot -----	8-187	107	3	321
Pvnt Med Svc Unit -----	8-204	114	1	114
Field Hospital -----	8-510	213	6	1278
Amb Train Rail -----	8-520	42	6	252
General Hosp, 1000-Bed -----	8-551	586	24	14064
Station Hosp, 100-Bed -----	8-563	78	5	390
Station Hosp, 200-Bed -----	8-564	127	5	635
Station Hosp, 300-Bed -----	8-565	216	5	1080
Station Hosp, 500-Bed -----	8-566	333	3	999
Station Hosp, 750-Bed -----	8-567	442	2	884
Convalescent Center -----	8-590	242	3	726
Medical Lab -----	8-650	111	1	111
Medical Service Org 8-500:				
Hq Unit Rec Cen -----	Team AE	13	1	13
Hq Vet Prof Svc -----	Team AF	4	1	4
Hq Med Prof Svc -----	Team AG	15	1	15
Hq Hospital Center -----	Team AH	37	4	148
Hq Den Prof Svc -----	Team AI	4	3	12
Blood Bank Svc Hq -----	Team AJ	8	1	8
Vet Small Animal Hosp Det -----	Team ID	14	1	14
Vet Small Animal Disp Det -----	Team IE	7	4	28
Vet Svc Det, Large -----	Team JB	54	3	162
Surgical Det -----	Team KA	7	6	42
Orthopedic Det -----	Team KB	7	3	21
Shock Det -----	Team KC	4	3	12
Maxillofacial Det -----	Team KD	7	2	14
Neurosurgical Det -----	Team KE	7	3	21
Thoracic Det -----	Team KF	7	2	14
Med Trtmnt Det (Chem Agts) -----	Team KG	14	2	28
X-Ray Detachment -----	Team KH	3	1	3
Dental Op Det -----	Team KI	2	3	6
Dental Svc Det -----	Team KJ	36	14	504
Den Prosth Det Mobile -----	Team KK	4	7	28
Den Prosth Det Fixed -----	Team KL	7	4	28
Central Den Lab -----	Team KN	28	1	28
Psychiatric Det -----	Team KO	19		
Renal and Elec Metab -----	Team KP	35	4	140
Dispensary -----	Team MA	17	9	153
General Dispensary -----	Team MB	21	2	42
General Dispensary -----	Team MC	39	9	351
Blood Processing Det -----	Team NA	16	1	16
Blood Collecting Det -----	Team NB	10	6	60
Blood Distribution Det -----	Team NC	8	1	8
Med Illustration Det -----	Team PA	6	1	6
Med Intelligence Det -----	Team QA	12	2	24
Helicopter Amb Det -----	Team RA	36	6	216
Ambulance Det -----	Team RB	14	6	84
Air Crash Rescue -----	Team RC(P)	15	6	90
Air Crash Rescue -----	Team RD(P)	7	4	28
				25,814
Supply & Maintenance Command:				
HHC S&M Command -----	54-312	390	1	390
Inventory Control Agency -----	29-502	410	1	410
ADP Unit -----	12-540	77	1	77
HHC Ordnance Ammo Group -----	9-22	89	1	89
HHC Ordnance Ammo Bn -----	9-36	106	6	636
Ammo Co, DS/GS -----	9-38	242	9	2178
Ammo Co DS/GS (Type B) -----	9-38	105	6	630

Unit	TOE No.	Strength	Number	Total
Special Ammo Co (GS) -----	9-48	166	6	996
Guided Missile Maint Co (GS) -----	9-59	283	2	566
HHD Petroleum Group -----	10-202	75	1	75
HHC Petroleum Op Bn -----	10-206	150	2	300
Petroleum Op Co (Pipeline) (Type B) -----	10-207	122	13	1586
Property Disposal Co (Type B) -----	29-504	162	3	486
Procurement Team -----	TD Unit	5	30	150
General Supply Co (Type B) -----	29-118	103	24	2472
HHC Field Depot -----	29-512	215	9	1935
HHC Supply & Service Bn -----	29-146	96	18	1728
General Chem Lab -----	3-97	65	1	65
Laundry & Renovation Co (Type B) -----	10-437	108	12	1296
Acft & Msl Repair Parts Supply Co (Type B) -----	29-129	90	6	540
Repair Parts Supply Co (Type B) -----	29-119	178	18	3204
Heavy Mat Supply Co (Type B) -----	29-127	137	9	1233
Labor Svc Co (Type B) -----	10-449	25	18	450
Airdrop Supply Co (Type B) -----	10-407	230	1	230
Airdrop Equip Repair & Supply Co (Type B) -----	10-417	185	2	370
HHD Maint Bn -----	29-136	53	5	265
Collection & Classification Co (Type B) -----	29-139E	91	4	364
Maintenance Mgt Det -----	29-403	32	1	32
Heavy Equip Maint Co, GS -----	29-137	293	3	879
Heavy Equip Maint Co, GS, (Type B) -----	29-137E	130	6	780
Light Equip Maint Co, GS -----	29-134	273	2	546
Light Equip Maint Co, GS (Type B) -----	29-134E	162	2	324
Railway Car Repair & Supply Co (Type B) -----	55-248	133	2	266
Diesel-Electric Repair Co (Type B) -----	55-247	78	2	156
Army Calibration Co -----	29-227	125	1	125
Aircraft Base Maint Co -----	55-459	377	4	1508
Floating Craft GS Co -----	55-157	249	1	249
Tire Repair Co (Type B) -----	9-117	79	4	316
Team GF, Gas Gen -----	5-520	27	3	81
Team CG, CO Gen -----	5-520	13	3	39

28022

Transportation Command:

HHC Trans Cmd -----	55-2	266	1	266
Mov Con Agency -----	55-4	417	1	417
ADP Unit (Type C) -----	29-540	77	1	77
Avn Svc Spt Co -----	1-407	189	2	378
HHC Avn Bn -----	1-256	76	1	76
Avn Mdm Hel Co -----	1-258	245	2	490
Avn Hv Hel Co -----	1-259	129	1	129
HHD, Trans Mtr Trans Gp -----	55-12	61	2	122
HHD, Trans Mtr Trans Bn -----	55-16	41	8	328
Trans Car Co (+) (Type B) -----	55-19	70	1	70
Trans Lt Trk Co (2½-T) (Type B) -----	55-17	76	10	760
Trans Mdm Trk Co (Cargo) -----	55-18	186	10	1860
Trans Mdm Trk Co (Cargo) (Type B) -----	55-18	90	29	2610
Trans Mdm Trk Co (Pet) (Type B) -----	55-18	90	10	900
Trans Hv Trk Co -----	55-28	155	3	465
Trans Hv Trk Co (Type B) -----	55-28	64	2	128
Trans Lt-Mdm Trk Co (Type B) -----	55-67	86	9	774
HHC, Trans Term Gp -----	55-112	108	1	108
HHC, Trans Term Bn -----	55-116	117	5	585
Trans Term Svc Co (Type B) -----	55-117	116	15	1740
Trans Term Trf Co -----	55-118	267	1	267
Trans Term Trf Co (Type B) -----	55-118	108	1	108
Trans Mdm Boat Co -----	55-128	184	2	368
Trans Hv Boat Co -----	55-129	173	2	346

Unit	TOE No.	Strength	Number	Total
Trans Lighterage DS Co -----	55-158	226	2	452
Trans Lt Amph Co -----	55-138	210	2	420
Trans Mdm Amph Co -----	55-139	175	2	350
Trans Harbor Craft Teams -----	55-500		Various *	300
HHC, Trans Ry Gp -----	55-202	101	2	202
HHC, Trans Ry Bn -----	55-226	136	12	1632
Trans Ry Engr Co -----	55-227	238	4	952
Trans Ry Engr Co (Type B) -----	55-227	143	8	1144
Trans Ry Equip Co -----	55-228	119	4	476
Trans Ry Equip Co (Type B) -----	55-228	72	8	576
Trans Train Op Co -----	55-229	219	4	876
Trans Train Op Co (Type B) -----	55-229	178	8	1424
				<u>22,176</u>
<i>Engineer Command:</i>				
HHC Engineer Command -----	5-201	205	1	205
HHC Engineer Const Group -----	5-112	94	4	376
HHC Engineer Const Bn -----	5-116	125	20	2500
Engineer Const Spt Co -----	5-114	194	5	970
Engineer Equip & Maint Co -----	5-117	180	20	3600
Engineer Const Co -----	5-118	200	60	12000
Engineer Dump Trk Co -----	5-124	112	5	560
Engineer Port Const Co -----	5-129	227	1	227
Engr Pipeline Const Spt Co -----	5-177	185	1	185
Engr Base Map Dep Co -----	5-344	121	1	121
HHD Engr Base TOPO Bn -----	5-346	67	1	67
Engineer Base Repro Co -----	5-347	101	1	101
Team IA, Survey -----	5-540	15	2	30
Team IB, Photomapping Plat -----	5-540	44	1	44
				<u>21011</u>
<i>Area Support Command:</i>				
HHC & Sp Trps, ASCOM -----	54-402	375	1	375
ADP Unit -----	29-540	59	1	59
HHC Area Support Group -----	54-422	212	8	1696
Military Intel Gp, Secty -----	30-()	1335	1	1335
HHD Pers & Admin Bn -----	12-66	49	1	49
Personnel Svcs Co (A-H) -----	12-67	33-330	6	735
Admin Svc Det -----	12-570	76	1	76
Maintenance Mgt Det -----	29-403	26	1	26
Mess Detachment -----	10-500	8	24	192
Sales Detachment -----	10-500	19	8	152
Supply & Service Co (DS) (Type B) -----	29-147	185	8	1480
Salvage & Svc Plat (Type B) -----	29-114	5	8	40
Special Service Det, Services Team -----	12-18	8	8	64
Band -----	12-107	43	8	344
Army Post Office -----	12-550	36	8	288
Team FB, Decon -----	3-500	41	8	328
Finance Co (DS) -----	14-17	101	8	808
Team AB, Platoon Hq -----	5-500	4	8	32
Team FA, Firefighting Hq -----	5-510	4	24	96
Team FB, Fire Truck -----	5-510	6	120	720
Team FC, Water Truck -----	5-510	2	24	48
Team GC, Water Purif -----	5-520	4	104	416
Team GD, Water Purif -----	5-520	12	16	192
Team HD, Utilities -----	5-530	52	16	832
Team HH, Real Estate -----	5-530	16	8	128
Trans Lt/Mdm Trk Co (Type B) -----	55-67	97	8	776
Trans Car Co (Type B) -----	55-19	61	8	488

* Number and types of teams (tug, barge, crane, amphibian, boat) determined by actual environment and operating methods.

Unit	TOE No.	Strength	Number	Total
Center Hq Labor Svc Org -----	20-20	12	8	96
District Hq Labor Svc Org -----	20-20	8	80	640
Aircraft Maint Co (DS) -----	55-457	244	2	488
HHD Maint Bn -----	29-136	53	8	424
Maint Sp Co, COMMZ (Type B) -----	29-427F	221	24	5304
EOD Det Disposal (GA) -----	9-500	12	8	96
HHC Civil Affairs Bde -----	41-201	186	1	186
HHC Civil Affairs Group -----	41-500	223	3	669
HHD Civil Affairs Bn -----	41-500	141	12	1692
Civil Affairs Co -----	41-500	140	48	6720
HHD Military Police Bde -----	19-262	64	1	64
HHD MP Bn -----	19-76	58	6	348
HHD MP Bn (Comp) -----	19-500	28	10	280
MP Co -----	19-77	182	34	6188
MP Guard Co -----	19-247	125	12	1500
MP Physical Scty Co -----	19-97	143	15	2145
MP Confinement Det -----	19-500	39	8	312
CID Detachment -----	19-500	27	1	27
CID Detachment -----	19-500	4	8	32
Indigenous MP Academy -----	19-500	29	1	29
MP Hospital Scty Plat -----	19-500	38	27	1026
Team AB, Hqs -----	27-500	9	3	27
Team GA, War Crimes -----	27-500	4	6	24
Team GB, War Crimes -----	27-500	5	2	10
Team FA, Claims -----	27-500	4	16	64
Team FB, Claims -----	27-500	10	3	30
Team FC, Claims -----	27-500	11	1	11
HA, GCM -----	27-500	6	12	72
HB, GCM -----	27-500	10	6	60
IA, Legal Assistance -----	27-500	3	10	30
IB, Legal Assistance -----	27-500	4	2	8
JA, Procurement Law -----	27-500	14	1	14
JB, Procurement Law -----	27-500	8	1	8
JC, Procurement Law -----	27-500	6	1	6
JD, Procurement Law -----	27-500	9	1	9
JE, Procurement Law -----	27-500	7	1	7
				<u>40421</u>
Total -----				143,398

Section III. SUPPORT OF AN 8 DIVISION FORCE

8-13. Force Structure

a. Combat Zone.

Division Troops -----	127,000 (One division = 15,875)
Corps Troops -----	62,500 (One corps = 94,750)
Army Troops -----	97,500
	<u>(286,000) = One field army</u>

b. Communications Zone.

Army -----	100,000
Air Force -----	40,000
	<u>427,000 = Total theater troops</u>

8-14. Resupply Factors by Class of Supply

Supply	Factor	Tons per Div	Factor	Tons per Corps	Factor	Tons per Army	Factor	Tons, per COMMZ
Class I ¹	6.7	55	6.7	325	6.7	960	8.8	610
Class II ² & IV								
Army	17.76	140	17.76	840	15.99	2290	18.30	910
Air Force							4.54	90
Class III ³								
Air Force							19.2	2490
Army			6	1845	5	4650	5	1630
Armor	11.2	560						
Infantry	7.5	380						
Mech	9.9	500						
Class V ⁵		320		1360		2885		133

¹ Pounds per man per day.

² Data regarding II & IV factors contain certain adjustments made during development of TASTA-70 Study.

³ Gallons per man per day. The factors were derived as a result of October 1964 POL Study by USACDC Supply Agency.

⁴ This larger figure is due to diversion to civilians, prisoners of war and miscellaneous theater wide losses. This figure was derived from FM 101-10-1.

⁵ Rds per wpn, per day from (C)SB 38-26. 7 percent factor added for bulk items, i.e., land mines, TNT. 5 percent factor added for expenditures in corps and army service areas.

8-15. Troop List: FASCOM in Support of an 8 Division Force

Unit	TOE No.	Strength	Number	Total
Headquarters:				
HQ & Special Troops, FASCOM	54-12	475	1	475
HHC Support Bde (Corps)	54-22	350	2	700
HHC Support Bde (Army)	54-22	350	1	350
HHC Support Group	29-102	150	6	900
				2425
Personnel Services:				
HHD Personnel & Admin Bn	12-66	61	3	183
Personnel Svcs Co	12-67	330	3	990
Admin Svcs Detachment	12-570	43	3	129
Finance Direct Sup Co	14-17	101	11	1111
Replacement Regulating Det	12-560	36	10	360
Army Post Office	12-550	36	10	360
Special Service Det	12-18	40	3	120
Band	12-107	43	3	129
				3382
Civil Affairs:				
Civil Affairs Bde	41-201	186	1	186
Civil Affairs Bn	41-500	106	3	318
Civil Affairs Co	41-500	113	12	1356
				1860
Judge Advocate General:				
JAG Det (Det HQ)	27-500(AA)	4	1	4
JAG Det (Claims)	27-500 (FA)	4	4	16
JAG Det (Claims)	27-500 (FB)	10	1	10
JAG Det (War Crimes)	27-500 (GA)	4	2	8
JAG Det (War Crimes)	27-500 (GB)	5	1	5
JAG Det (GCM Trial)	27-500 (HA)	6	3	18
JAG Det (GCM Trial)	27-500 (HB)	10	1	10
JAG Det (Legal Asst)	27-500 (IA)	3	4	12
JAG Det (Legal Asst)	27-500 (IB)	4	1	4
				87

Unit	TOE No.	Strength	Number	Total
<i>Medical Service:</i>				
Medical Holding Co -----	8-57E	90	2	180
HHD Medical Brigade -----	8-112	67	1	67
HHD Medical Group -----	8-122	34	4	136
HHD Medical Battalion -----	8-126	34	6	204
Mobile Army Surgical Hosp -----	8-571	118	8	944
Medical Air Amb Co -----	8-137	159	2	318
Medical Ambulance Co -----	8-127	97	10	970
Medical Clearing Co -----	8-128	127	10	1270
Medical Collecting Co -----	8-129	190	2	380
Convalescent Center -----	8-590	242	1(-)	194
Evac Hosp -----	8-581	309	16	4944
Pvnt Med Svc Unit, Field -----	8-204	114	1	114
Medical Lab -----	8-650	111	1(-)	86
Army Medical Depot -----	8-667E	198	1(-)	168
<i>Medical Service Organization 8-500:</i>				
Co Hqs -----	Team AC	8	3	24
Hq Vet Prof Svc -----	Team AF	4	1	4
Hq Med Prof Svc -----	Team AG	15	2	30
Hq Dental Prof Svc -----	Team AI	4	3	12
Vet Small Animal Hosp Det -----	Team ID	14	1	14
Vet Small Animal Disp Det -----	Team IE	7	4	28
Vet Svc Det, Small -----	Team JA	6	2	12
Vet Svc Det, Large -----	Team JB	54	1	54
Surgical Det -----	Team KA	7	4	28
Orthopedic Det -----	Team KB	7	4	28
Shock Det -----	Team KC	4	2	8
Maxillofacial Det -----	Team KD	7	2	14
Neurosurgical Det -----	Team KE	7	4	28
Thoracic Det -----	Team KF	7	2	14
Med Trtmnt Det (Chem Agts) -----	Team KG	14	2	28
Dental Op Det -----	Team KI	2	2	4
Dental Svc Det -----	Team KJ	36	19	684
Den Prosth Det Mobile -----	Team KK	4	10	40
Psychiatric Det -----	Team KO	19	2	38
Blood Distribution Det -----	Team NC	8	1	8
Medical Detachment -----	Team OA	9	20	180
Medical Intel Det -----	Team QA	12	2	24
Helicopter Amb Det -----	Team RA	36	8	288
Air Crash Rescue -----	Team RC(P)	* 15	12	180
Air Crash Rescue -----	Team RD(P)	* 7	8	56
				11803
<i>Military Police Service:</i>				
HHD Military Police Bde -----	19-262	64	1	64
HHD MP Bn -----	19-76	58	4	232
HHD MP Bn (COMP) -----	19-500	28	1	28
MP Co -----	19-77	182	16	2912
MP ESCRG Co -----	19-47	141	2	282
MP Guard Co -----	19-247	125	2	250
MP Physical Security Co -----	19-97	143	2	286
MP Criminal Inves Det -----	19-500	4	2	8
MP Criminal Inves Det -----	19-500	27	1	27
MP Confinement Det -----	19-500	26	1	26
MP Hospital Security Det -----	19-500	38	1	38
				4153

* Estimated

Unit	TOE No.	Strength	Number	Total
<i>Ammunition Service:</i>				
HHC Ordnance Ammo Group -----	9-22	89	2	178
HHC Ordnance Ammo Bn -----	9-36	106	4	424
Ammo Co Conventional/Special (DS) -----	9-37	294	6	1764
Ammo Co (DS/GS) -----	9-38	242	4	968
Special Ammo Supply Co Msl -----	9-47	228	4	912
Special Ammo Co (GS) -----	9-48	166	2	332
Guided Missile Maint Co (GS) -----	9-59	283	2	566
Msl Spt Det (DS) (EK) -----	9-500	61	4	244
EOD Det Control (GC) -----	9-500	9	2	18
EOD Det Disposal (GA) -----	9-500	12	10	120
				5526
<i>Maintenance Service:</i>				
Maint Mgt Det (FASCOM) -----	29-403	19	1	19
Maint Mgt Det (Spt Bde) -----	29-403	29	3	87
HHD Maint Bn -----	29-136	53	18	954
Main Support Co -----	29-208	214	11	2354
Light Maint Co, DS -----	29-207	154	22	3388
Aircraft Maint Co (DS) -----	55-457	244	11	2684
Heavy Equip Maint Co (GS) -----	29-137	292	18	5256
Coll & Class Co -----	29-139	226	3	678
Tire Repair Co -----	9-117	161	1	161
Light Equip Maint Co (GS) -----	29-134	273	6	1638
HHC Aircraft Maint Bn -----	55-66	64	2	128
Aircraft Maint Co (GS) -----	55-458	253	9	2277
				19624
<i>Supply and Service:</i>				
Inventory Control Co (FASCOM) -----	29-402	273	1	273
Stock Control Co (Spt Bde) -----	29-404	191	3	573
HHC Supply and Service Bn -----	29-146	96	9	864
Supply & Services Co (DS) -----	29-147	286	12	3432
Field Service GS Co Fwd -----	29-114	228	8	1824
Field Service GS Co Army -----	29-124	324	2	648
Gen Supply Co -----	29-118	195	12	2340
Aircraft & Missile Repair Parts Supply Co -----	29-129	191	2	382
Repair Parts Sup Co (Fwd) -----	29-119	263	4	1052
Repair Parts Sup Co (Army) -----	29-119	289	2	578
Heavy Mat Supply Co -----	29-127	199	4	796
Airdrop Supply Co -----	10-407	274	1(-)	208
HHC Petroleum Supply Bn -----	10-226	80	3	240
Petroleum Supply Co -----	10-227	283	4	1132
Team BA, Sales Det Mbl -----	10-500	3	21	63
Team BB, Sales Det S-Mbl -----	10-500	5	3	15
Team BC, Sales Det Supr -----	10-500	8	3	24
Team FA, Firefighting HQ -----	5-510	4	4	16
Team FB, Fire Truck -----	5-510	6	4	24
Team FC, Water Truck -----	5-510	2	4	8
Team FD, Brush Fire Truck -----	5-510	2	12	24
Team HC, Utilities -----	5-530	31	4	124
Team HD, Utilities -----	5-530	52	2	104
Team HH, Real Estate -----	5-530	16	1	16
Team GF, Gas Gen -----	5-520	27	1	27
Team GG, CO ₂ -----	5-520	13	1	13
				14800
<i>Transportation Service:</i>				
Mov Con Co (FASCOM) -----	55-6	106	1	106
Mov Con Co (Spt Bde) -----	55-7	79	2	158

Unit	TOE No.	Strength	Number	Total
HHD, Trans Bde -----	55-62	127	1	127
HHD, Mtr Trans Bn -----	55-16	43	4	172
Trans Car Co (+) -----	55-19	137	3	411
Trans Lt Trk Co (2½-T) -----	55-17	175	2	350
Trans Lt Trk Co (5-T) -----	55-17	179	2	358
Trans Lt Mdm Trk Co -----	55-67	200	18	3600
Trans Mdm Trk Co (Cargo) -----	55-18	186	4	744
Trans Mdm Trk Co (Pet) -----	55-18	186	10	1860
Trans Hv Trk Co -----	55-28	155	4	620
Trans Term Trf Co -----	55-118	267	2	534
HHD, Avn Bn -----	1-256	76	2	152
Avn Med Hel Co -----	1-258	245	3	735
Avn Hv Hel Co -----	1-259	129	1	129
Avn Svc Spt Co -----	1-407	189	1	189
				<u>10245</u>
Total -----				73905

8-16. Troop List: TASCOT in Support of an 8 Division Force

Unit	TOE No.	Strength	Number	Total
<i>Headquarters:</i>				
Hq & Special Troops, TASCOT -----	54-302	500	1	500
				<u>500</u>
<i>Personnel Command:</i>				
HHC Personnel Command -----	29-111	181	1	181
Pers & Admin Agency -----	29-112	689	1	689
Chaplain Gen Spt Det -----	16-4G	18	1	18
ADP Unit -----	29-540	69	1	69
Gen Spt Postal Co -----	12-550	156	1	156
Replacement Regulating Co -----	12-560	224	1	224
Special Service Co -----	12-18	326	1	326
Finance Agency (GS) -----	14-4	300	1	300
HHD PW Bde -----	19-282	86	1	86
HHD Branch PW/Civilian Internee Info Center -----	19-503	75	1	75
HHD MP Camp -----	19-256	316	2	632
HHD MP Bn (Comp) -----	19-500	28	2	56
MP ESCRG Co -----	19-47	141	1	141
MP PW Proc Det -----	19-237	48	1	48
MP Guard Co -----	19-247	125	6	750
Crime Lab -----	19-500	17	1	17
HHC MP Bn Rehab Training Center -----	19-316	122	1	122
HHC Graves Registration Bn -----	10-296	89	1	89
Graves Registration Co (Type B) -----	10-297	67	6	402
				<u>4381</u>
<i>Medical Command:</i>				
HHC Medical Command -----	8-111	191	1	191
HHD Medical Group -----	8-122	34	3	102
HHD Medical Battalion -----	8-126	34	3	102
Medical Holding Co -----	8-57	90	2	180
Medical Amb Co -----	8-127	97	4	388
Medical Clearing Company -----	8-128	127	2	254
Medical Collecting Co -----	8-129	190	2	380
Medical Depot -----	8-187	107	2	214
Pvnt Med Svc Unit -----	8-204	114	1	114
Field Hospital -----	8-510	213	4	852

Unit	TOE No.	Strength	Number	Total
Amb Train Rail -----	8-520	42	4	168
General Hosp, 1,000-Bed -----	8-551	586	16	9376
Station Hosp, 100-Bed -----	8-563	78	3	234
Station Hosp, 200-Bed -----	8-564	127	3	381
Station Hosp, 300-Bed -----	8-565	216	3	648
Station Hosp, 500-Bed -----	8-566	333	3	999
Station Hosp, 750-Bed -----	8-567	442	1	442
Convalescent Center -----	8-590	242	2	484
Medical Lab -----	8-650	111	1 (-)	86
Medical Svc Organization 8-500:				
Hq Unit Receiving Co -----	Team AE	13	1	13
Hq Vet Prof Svc -----	Team AF	4	1	4
Hq Med Prof Svc -----	Team AG	15	1	15
Hq Hosp Center -----	Team AH	37	3	111
Hq Dental Prof Svc -----	Team AI	4	2	8
Blood Bank Svc Hq -----	Team AJ	8	1	8
Vet Sml Animal Hosp Det -----	Team ID	14	1	14
Vet Sml Animal Disp Det -----	Team IE	7	3	21
Vet Svc Det, Large -----	Team JB	54	2	108
Surgical Det -----	Team KA	7	4	28
Orthopedic Det -----	Team KB	7	2	14
Shock Det -----	Team KC	4	2	8
Maxillofacial Det -----	Team KD	7	1	7
Neurosurgical Det -----	Team KE	7	2	14
Thoracic Det -----	Team KF	7	1	7
Med Trtmnt Det (Chem Agts) -----	Team KG	14	1	14
X-Ray Detachment -----	Team KH	3	1	3
Dental Op Det -----	Team KI	2	5	10
Dental Svc Det -----	Team KJ	36	9	324
Den Prosth Det Mobile -----	Team KK	4	5	20
Den Prosth Det Fixed -----	Team KL	7	2	14
Central Den Lab -----	Team KN	28	1	28
Psychiatric Det -----	Team KO	19	1	19
Renal and Elec Metab -----	Team KP	35	3	105
Dispensary -----	Team MA	17	6	102
General Dispensary -----	Team MB	21	2	42
General Dispensary -----	Team MC	39	6	234
Blood Processing Det -----	Team NA	16	1	16
Blood Collecting Det -----	Team NB	10	4	40
Blood Distribution Det -----	Team NC	8	1	8
Medical Det -----	Team OA	9	20	180
Med Illus Det -----	Team PA	6	1	6
Med Intel Det -----	Team QA	12	2	24
Helicopter Amb Det -----	Team RA	36	4	144
Ambulance Det -----	Team RB	14	4	56
Air Crash Rescue -----	Team RC(P)	15	4	60
Air Crash Rescue -----	Team RD(P)	7	2	14
				17438
Supply & Maintenance Command:				
HHC S&M Command -----	54-312	390	1	39
Inventory Control Agency -----	29-502	410	1	410
ADP Unit -----	12-540	77	1	77
HHC Ordnance Ammo Group -----	9-22	89	1	89
HHC Ordnance Ammo Bn -----	9-36	106	4	424
Ammo Co (DS/GS) -----	9-38	242	6	1452
Ammo Co (GS) (Type B) -----	9-38	105	4	420
Special Ammo Co (GS) -----	9-48	166	4	664
Guided Missile Maint Co (GS) -----	9-59	283	2	566
HHC Petroleum Group -----	10-202	75	1	75

Unit	TOE No.	Strength	Number	Total
HHC Petroleum Op Bn -----	10-206	150	2	300
Petroleum Op Co (Pipeline) (Type B) -----	10-207	122	10	1220
Property Disposal Co (Type B) -----	29-504	162	2	324
Procurement Team -----	TD Unit	5	20	100
HHC Field Depot -----	29-512	215	6	1290
HHC Supply & Svc Bn -----	29-146	96	12	1152
General Cml Lab -----	3-97	65	1	65
Laundry & Renovation Co (Type B) -----	10-437	108	8	864
Aircraft & Missile Repair Parts Supply Co (Type B) -----	29-129	90	4	360
Repair Parts Co (Type B) -----	29-119	178	12	2136
Heavy Mat Supply Co (Type B) -----	29-127	137	6	822
Labor Svc Co (Type B) -----	10-449	25	12	300
Airdrop Supply Co (Type B) -----	10-407	230	1	230
Airdrop Equip Repair & Sup Co -----	10-417	185	2	370
HHD Maint Bn -----	29-136	53	4	212
Coll & Class Co (Type B) -----	29-139E	91	3	273
Maint Mgt Det -----	29-403	29	1	29
Heavy Equip Maint Co, GS -----	29-137	292	3	876
Heavy Equip Maint Co, GS (Type B) -----	29-137E	130	5	650
Light Equip Maint Co, GS -----	29-134	273	2	546
Lt Equip Maint Co, GS (Type B) -----	29-134E	162	2	324
Railway Car Repair & Supply Co (Type B) -----	55-248	133	2	266
Diesel & Elec Repair Co (Type B) -----	55-247	78	2	156
Army Calibration Co -----	29-227	125	1	125
Aircraft Base Maint Co -----	55-459	377	3	1131
Floating Craft GS Co -----	55-157	249	1	249
Tire Repair Co (Type B) -----	9-177E	79	3	237
General Supply Co (Type B) -----	29-118	103	16	1648
Team GF, Gas Gen -----	5-520	27	2	54
Team GG, CO ₂ Gen -----	5-520	13	2	26
				20902
<i>Transportation Command:</i>				
HHC, Trans Comd -----	55-2	266	1	266
Mov Con Agency -----	55-4	319	1	319
ADP Unit (Type C) -----	29-540	77	1	77
HHC, Avn Bn -----	1-256	76	1	76
Avn Mdm Hel Co -----	1-258	245	2	490
Avn Hv Hel Co -----	1-259	129	1	129
Avn Svc Spt Co -----	1-407	189	2	378
HHD Trans Mtr Trans Gp -----	55-12	61	2	122
HHD Trans Mtr Trans Bn -----	55-16	41	6	246
Trans Car Co (+) (Type B) -----	55-19	70	1	70
Trans Lt Trk Co (2½-T) (Type B) -----	55-17	76	7	532
Trans Mdm Trk Co (Cargo) -----	55-18	186	7	1302
Trans Mdm Trk Co (Cargo) (Type B) -----	55-18	90	20	1800
Trans Mdm Trk Co (Pet) (Type B) -----	55-18	90	10	900
Trans Hv Trk Co -----	55-28	155	2	310
Trans Hv Trk Co (Type B) -----	55-28	64	2	128
Trans Lt-Mdm Trk Co (Type B) -----	55-67	86	6	516
HHC, Trans Term Gp -----	55-112	108	1	108
HHC, Trans Term Bn -----	55-116	117	4	468
Trans Term Svc Co (Type B) -----	55-117	116	10	1160
Trans Term Trf Co -----	55-118	267	1	267
Trans Term Trf Co (Type B) -----	55-118	108	1	108
Trans Mdm Boat Co -----	55-128	184	2	368
Trans Hv Boat Co -----	55-129	173	1	173
Trans Lighterage DS Co -----	55-158	226	2	452
Trans Lt Amph Co -----	55-138	210	2	420

Unit	TOE No.	Strength	Number	Total
Trans Mdm Amph Co -----	55-139	175	1	175
Trans Harbor Craft Teams -----	55-500	-----	Various*	220
HHC Trans Ry Gp -----	55-202	101	2	202
HHC Trans Ry Bn -----	55-226	136	8	1088
Trans Ry Eng Co -----	55-227	238	2	476
Trans Ry Eng Co (Type B) -----	55-227	143	6	858
Trans Ry Equip Co -----	55-228	119	2	238
Trans Ry Equip Co (Type B) -----	55-228	72	6	432
Trans Train Op Co -----	55-229	219	2	438
Trans Train Op Co (Type B) -----	55-229	178	6	1068
				16,380
<i>Engineer Command:</i>				
HHC Engineer Command -----	5-201	205	1	205
HHC Engr Construction Gp -----	5-112	94	3	282
HHC Engr Construction Bn -----	5-116	125	14	1750
Engr Construction Spt Co -----	5-114	194	4	776
Engr Equip & Maint Co -----	5-117	180	14	2520
Engr Construction Co -----	5-118	200	42	8400
Engr Dump Trk Co -----	5-124	112	4	448
Engr Port Construction Co -----	5-129	227	1	227
Engr Pipeline Const Spt Co -----	5-177	185	1	185
Engr Base Map Dep Co -----	5-344	121	1	121
HHD Engr Base TOPO Bn -----	5-346	67	1	67
Engr Base Repro Co -----	5-347	101	1	101
Engr Team IA, Survey -----	5-540	15	2	30
Engr Team IB, Photomapping Platoon -----	5-540	44	1	44
				15,156
<i>Area Support Command:</i>				
HHC & Sp Trps, ASCOM -----	54-402	375	1	375
ADP Unit -----	29-540	59	1	59
HHC Area Support Gp -----	54-422	212	8	1696
Military Intelligence Gp, Scty -----	30-()	1149	1	1149
HHD Pers & Admin Bn -----	12-66	49	1	49
Personnel Svcs Co (A-H) -----	12-67	33-330	6	490
Admin Svcs Det -----	12-570	76	1	76
Mess Detachment -----	10-500	8	18	144
Sales Detachment -----	10-500	19	8	152
Maintenance Mgt Det -----	29-403	29	1	29
Supply & Service Co, DS (Type B) -----	29-147	185	8	1480
Salvage & Svc Plat (Type B) -----	29-114	5	8	40
Special Service Det, Service Team -----	12-18	8	8	64
Band -----	12-107	43	8	344
Army Post Office -----	12-550	36	8	288
Team FB, Decon -----	3-500	41	8	328
Finance Co (DS) -----	14-17	101	8	808
Team AB, Platoon HQ -----	5-500	4	8	32
Team FA, Firefighting HQ -----	5-510	4	24	96
Team FB, Fire Truck -----	5-510	6	120	720
Team FC, Water Truck -----	5-510	2	24	48
Team GC, Water Purif -----	5-520	4	104	416
Team GD, Water Purif -----	5-520	12	16	192
Team HD, Utilities -----	5-530	52	16	832
Team HH, Real Estate -----	5-530	16	8	128
Trans Lt/Mdm Trk Co (Type B) -----	55-67	97	8	776
Trans Car Co (Type B) -----	55-19	61	8	488
Center HQ Labor Svc Organization -----	20-20	12	8	96

* Number and types of teams (tug, barge, crane, amphibian, boat) determined by actual environment and operating methods.

Unit	TOE No.	Strength	Number	Total
District HQ Labor Svc Organization	20-20	8	80	640
Aircraft Maint Co (DS)	55-457	244	2	488
HHD Maint Bn	29-136	53	8	424
Maint Spt Co COMMZ (Type B)	29-427F	221	16	3536
EOD Det Disposal (GA)	9-500	12	8	96
HHC Civil Affairs Bde	41-201	186	1	186
HHC Civil Affairs Group	41-500	223	3	669
HHD Civil Affairs Bn	41-500	141	12	1692
Civil Affairs Co	41-500	140	48	6720
HHD Military Police Bde	19-262	64	1	64
HHD MP Bn	19-76	58	4	232
HHD MP Bn (Comp)	19-500	28	10	280
MP Co	19-77	182	26	4732
MP Guard Co	19-247	125	12	1500
MP Physical Security Co	19-97	143	13	1859
MP Confinement Det	19-500	39	8	312
CID Detachment	19-500	27	1	27
CID Detachment	19-500	4	8	32
Indigenous MP Academy	19-500	29	1	29
MP Hospital Scty Plat	19-500	38	15	570
Team AB, Hqs	27-500	9	2	18
Team GA, War Crimes	27-500	4	5	20
Team GB, War Crimes	27-500	5	2	10
Team FA, Claims	27-500	4	12	48
Team FB, Claims	27-500	10	2	20
Team HA, GCM	27-500	6	10	60
Team HB, GCM	27-500	10	5	50
Team IA, Legal Assistance	27-500	3	8	24
Team IB, Legal Assistance	27-500	4	2	8
Team JA, Procurement Law	27-500	14	1	14
Team JB, Procurement Law	27-500	8	1	8
Team JD, Procurement Law	27-500	9	1	9
				35,772
Total				110,529

Section IV. COMBAT SERVICE SUPPORT OF AN INDEPENDENT CORPS (3 DIVISIONS)

8-17. Force Structure

Division Troops	47,500 (One division—15,830)
Corps Troops	30,500
Army Troops	15,500
Combat Service Support Troops	46,500 (Est for planning purposes)
	140,000

8-18. Resupply Factors by Class of Supply

Supply	Factor	Tons per division	Factor	Tons per corps force
Class I ¹	6.7	55	6.7	470
Class II & IV ²	17.76	140	17.76	821
Class III ³				
Corps Force			6	2960
Air Mobile	8.3	415		
Infantry	7.5	380		
Class V ⁴		320		1200

¹ Pounds per man per day.

² Data regarding II & IV factors contain adjustments made during development of TASTA-70 Study.

³ Gallons per man per day. The factors were derived as a result of October 1964 POL Study by USACDC Supply Agency.

⁴ Rds. per wpn. per day from (C)SB 38-26. 7 percent factor added for bulk items, i.e., land mines, TNT. 5 percent factor added for expenditure in corps area.

8-19. Troop List: Combat Service Support of a 3 Division Force

Unit	TOE No.	Strength	Number	Total
<i>Headquarters:</i>				
HHC COSCOM -----	54-22	350	1	350
HHC Support Group -----	29-102	150	2	300
				650
<i>Personnel Services:</i>				
HHD Personnel & Admin Bn -----	12-66	61	1	61
Personnel Svcs Co -----	12-67	330	1	330
Admin Svcs Det -----	12-570	76	1	76
Finance Direct Support Co -----	14-17	101	6	606
Replacement Regulating Det -----	12-560	36	6	216
Army Post Office -----	12-550	36	6	216
Special Svc Det -----	12-18	40	2	80
Band -----	12-107	43	1	43
Chaplain Gen Spt -----	16-G	18	1	18
				1646
<i>Civil Affairs:</i>				
HHD Civil Affairs Bn -----	41-500	106	1	106
Civil Affairs Co -----	41-500	113	4	452
				558
<i>Judge Advocate General:</i>				
JAG Det (Det HQ) -----	27-500(AA)	4	1	4
JAG Det (Claims) -----	27-500(FA)	4	3	12
JAG Det (Claims) -----	27-500(FB)	10	1	10
JAG Det (GCM Trial) -----	27-500(HA)	6	2	12
JAG Det (Legal Asst) -----	27-500(IA)	3	3	9
				47
<i>Medical Service:</i>				
HHD Medical Brigade -----	8-112E	67	1(-)	54
HHD Medical Group -----	8-122	34	4	136
HHD Medical Battalion -----	8-126	34	4	136
Medical Holding Co -----	8-57	90	2	180
Mobile Army Surg Hosp -----	8-571	118	3	354
Medical Air Amb Co -----	8-137	159	1	159
Medical Amb Co -----	8-127	97	6	582
Medical Clearing Co -----	8-128	127	6	762
Medical Collecting Co -----	8-129	190	2	380
Medical Depot -----	8-187	107	1(-)	93
Gen Hosp, 1,000-Bed -----	8-551	586	5	2930
Sta Hosp, 100-Bed -----	8-563	78	2	156
Sta Hosp, 200-Bed -----	8-564	127	2	254
Sta Hosp, 300-Bed -----	8-565	216	3	648
Sta Hosp, 500-Bed -----	8-566	333	1	333
Convalescent Center -----	8-590	242	1	242
Evacuation Hospital -----	8-581	309	6	1854
Pvnt Med Svc Unit Fld -----	8-204	114	1(-)	84
Medical Lab -----	8-650	111	2(-)	172
Field Hospital -----	8-510	213	1	213
Army Med Depot -----	8-667	198	1(-)	114
<i>Medical Service Organization 8-500:</i>				
Hq Med Prof Svc -----	Team AG	15	1	15
Hq Hospital Center -----	Team AH	37	1	37
Hq Dental Prof Svc -----	Team AI	4	2	8
Vet Sml Animal Hosp Det -----	Team ID	14	1	14
Vet Sml Animal Disp Det -----	Team IE	7	2	14
Vet Svc Det, Small -----	Team JA	6	1	6

Unit	TOE No.	Strength	Number	Total
Vet Svc Det, Large -----	Team JB	54	1	54
Surgical Detachment -----	Team KA	7	3	21
Orthopedic Detachment -----	Team KB	7	3	21
Shock Detachment -----	Team KC	4	2	8
Maxillofacial Det -----	Team KD	7	1	7
Neurosurgical Det -----	Team KE	7	3	21
Thoracic Detachment -----	Team KF	7	1	7
Med Trmt Det (Chem Agt) -----	Team KG	14	1	14
Dental Op Det -----	Team KI	2	6	12
Dental Svc Det -----	Team KJ	36	9	324
Den Pros Det Mobile -----	Team KK	4	5	20
Den Pros Det Fixed -----	Team KL	7	1	7
Psychiatric Det -----	Team KO	19	1	19
Renal and Elec Metab -----	Team KP	35	1	35
Pvnt Med Con Det -----	Team LA	11	1	11
Pvnt Med Survey Det -----	Team LB	11	1	11
Dispensary -----	Team MA	17	3	51
General Dispensary -----	Team MC	39	1	39
Blood Collecting Det -----	Team NB	10	2	20
Blood Distribution Det -----	Team NC	8	1	8
Medical Detachment -----	Team OA	9	20	180
Med Intel Detachment -----	Team QA	12	2	24
Hel Amb Det -----	Team RA	36	8	288
Ambulance Det -----	Team RB	14	2	28
Air crash Rescue -----	Team RC(P)	15	5	75
Air crash Rescue -----	Team RD(P)	7	3	21
				11277
<i>Military Police Service:</i>				
HHD MP Group -----	19-272	45	1	45
HHD MP Bn -----	19-76	50	2	116
HHD MP Bn -----	19-500	28	1	28
MP Co -----	19-77	182	8	1456
MP ESCRG Co -----	19-47	141	1	141
MP Guard Co -----	19-247	125	1	125
MP Physical Scty Co -----	19-97	143	1	143
MP Criminal Inves Det -----	19-500	14	1	14
MP Confinement Det -----	19-500	25	1	25
MP Hospital Scty Det -----	19-500	38	7	266
MP PW Processing Det -----	19-500	27	1	27
				2386
<i>Ammunition Service:</i>				
HHC Ordnance Ammo Group -----	9-22	89	1	89
HHC Ordnance Ammo Bn -----	9-36	106	2	212
Ammo Co Conventional/Special (DS) -----	9-37	294	3	882
Ammo Co (GS/DS) -----	9-38	242	2	484
Special Ammo Sup Co Msl -----	9-47	228	2	456
Special Ammo Co (GS) -----	9-48	166	1	166
Guided Msl Maint Co (GS) -----	9-59	247	1	247
Msl Spt Det (DS) (EK) -----	9-500	61	2	122
EDO Det Control (GC) -----	9-500	9	1	9
EOD Det Disposal (GA) -----	9-500	12	5	60
				2727
<i>Maintenance Service:</i>				
Maint Mgt Det -----	29-403	29	1	29
HHD Maint Bn -----	29-136	53	5	265
Main Support Co -----	29-208	214	3	642
Light Maint Co -----	29-207	154	6	924

Unit	TOE No.	Strength	Number	Total
Aircraft Maint Co (DS) -----	55-457	244	3	732
Heavy Equip Maint Co (GS) -----	29-137	292	4	1168
Coll & Class Co -----	29-139	226	1	226
Light Equip Maint Co (GS) -----	29-134	273	2	546
HHD Aircraft Maint Bn -----	55-66	64	1	64
Aircraft Maint Co (GS) -----	55-458	253	3	756
Diesel-Electric Repair Co -----	55-247	122	1	122
Railway Car Repair & Sup Co -----	55-248	253	1	253
				5727
<i>Supply and Service:</i>				
Inventory Control/Stock Control Co -----	29-404	191	1	191
HHC Supply & Svc Bn -----	29-146	96	6	576
Sup & Svcs Co (DS) -----	29-147	286	7	2002
Field Svc Co GS, Fwd -----	29-114	228	3	684
Field Svc Co GS, Army -----	29-124	324	1	324
General Supply Co -----	29-118	195	5	975
Repair Parts Sup Co (FWD) -----	29-119	263	2	526
Repair Parts Sup Co (Army) -----	29-119	289	1	289
Heavy Mat Supply Co -----	29-127	199	2	398
Airdrop Supply Co -----	10-407	274	1	274
HHC Field Depot -----	29-512	215	1	215
Procurement Teams -----	TD Unit	5	8	40
Property Disposal Co -----	29-504	211	1	211
Ldry & Renov Co (Dep) -----	10-437	156	2	312
Airdrop Equip Repair & Sup Co -----	10-417	196	1	196
Gen Cml Lab -----	3-97	64	1	64
HHD Petroleum Group -----	10-202	75	1	75
Petroleum Op Co (Pipeline) -----	10-207	174	11	1914
HHC Pet Op Bn -----	10-206	150	2	300
HHC Petroleum Sup Bn -----	10-226	80	1	80
Petroleum Supply Co -----	10-227	283	1	283
Labor Service Co -----	10-449	164	2	328
Team BA, Sales Det Mbl -----	10-500	3	7	21
Team BB, Sales Det S-Mbl -----	10-500	5	1	5
Team BC, Sales Det Supr -----	10-500	8	1	8
Aircraft & Msl Repair Parts Sup Co -----	29-129	172	1	172
Team AB, Plat HQ (Sep) -----	5-500	4	2	8
Team FA, Firefighting HQ -----	5-510	4	6	24
Team FB, Fire Truck -----	5-510	6	31	186
Team FC, Water Truck -----	5-510	2	6	12
Team GC, Water Purif -----	5-520	4	20	80
Team GD, Water Purif -----	5-520	12	4	48
Team GF, Gas Gen -----	5-520	27	1	27
Team GG, CO ₂ Gen -----	5-520	13	1	13
Team HD, Utilities -----	5-530	52	4	208
Team HH, Real Estate -----	5-530	16	1	16
				11085
<i>Transportation Service:</i>				
Movements Con Co (FASCOM) -----	55-6	106	1(+)	165
HHC Trans Bde -----	55-62	127	1	127
HHD Motor Trans Gp -----	55-12	61	1	61
HHD Motor Trans Bn -----	55-16	41	4	164
Trans Car Co (+) -----	55-19	137	1	137
Trans Lt Trk Co (2½T) -----	55-17	175	25	4376
Trans Lt Trk Co (5-T) -----	55-17	179	2	358
Trans Lt-Mdm Trk Co -----	55-67	200	2	400
Trans Mdm Trk Co (Cargo) -----	55-18	186	4	744

Unit	TOE No.	Strength	Number	Total
Trans Mdm Trk Co (Pet) -----	55-18	186	6	1116
Trans Hv Trk Co -----	55-28	155	1	155
HHD Trans Term Bn -----	55-116	117	2	234
Trans Term Svc Co -----	55-117	332	7	2324
Trans Term Trf Co -----	55-118	267	2	534
Trans Mdm Boat Co -----	55-128	184	1	184
Trans Mdm Amph Co -----	55-138	175	1	175
Trans Lighterage DS Co -----	55-158	226	1	226
Harbor Craft Team -----	55-500		Various*	110
HHC Trans Ry Op Bn -----	55-226	136	1	136
Trans Ry Engr Co -----	55-227	238	1	238
Trans Equip Co -----	55-228	119	1	119
Trans Ry Op Co -----	55-229	219	1	219
HHC Avn Bn -----	1-256	76	2	162
Avn Svc Spt Co -----	1-407	189	1	189
Avn Med Hel Co -----	1-258	245	3	735
Avn Hv Hel Co -----	1-259	129	1	129
				13,517
Engineer:				
HHC Engineer Brigade -----	5-111	129	1	129
HHC Engineer Const Gp -----	5-112	94	2	188
HHC Engineer Const Bn -----	5-116	125	6	750
Engineer TOPO Bn, Army -----	5-305	371	1	371
Engineer Const Spt Co -----	5-114	194	2	388
Engineer Equip & Main Co -----	5-117	180	6	1080
Engineer Const Co -----	5-118	200	18	3600
Engineer Dump Trk Co -----	5-124	112	2	224
Engineer Pipeline Const Spt Co -----	5-177	185	1	185
Team GA, Forestry Platoon -----	5-520	44	2	88
Team HA, Diving -----	5-530	9	1	9
				7012
Total -----				54,986

* Number and types of teams (tug, barge, crane, amphibian, boat) determined by actual environment and operating methods.

Section V. COMBAT SERVICE SUPPORT OF AN INDEPENDENT DIVISION

8-20. Force Structure

Division Troops -----	16,000
Combat Support and Combat Service Support Troops -----	23,000 (Est for planning purposes)
	39,000

8-21. Resupply Factors by Class of Supply

Supply	Factor	Tons per division
Class I ¹ -----	6.7	132
Class II & IV ² -----	17.76	345
Class III ³ -----		
Division -----	7.5	380
Other Troops -----	6.0	450
Class V ⁴ -----		500

¹ Pounds per man per day.

² Data regarding II & IV factors contain certain adjustments, made during development of TASTA-70 Study.

³ Gallons per man per day. The factors were derived as a result of October 1964 POL Study by USACDC Supply Agency.

⁴ Rounds per weapon per day from (C)SB 88-26. 7 percent factor added for bulk items, i.e., land mines, TNT. A division slice of 5 percent for expenditures normally found in corps area.

8-22. Troop List: Combat Service Support of a 1 Division Force

Unit	TOE No.	Strength	Number	Total
<i>Headquarters:</i>				
HHC Support Bde (Div) -----	54-22	350	1(-)	200
HHC Support Group -----	29-102	150	2	300
				500
<i>Personnel Services:</i>				
HHD Personnel & Admin Bn -----	12-66	61	1	61
Personnel Svcs Co -----	12-67	144	1	144
Admin Svcs Detachment -----	12-570	43	1	43
Finance Direct Support Co -----	14-17	101	1	101
Replacement Regulating Det -----	12-560	36	2	72
Army Post Office -----	12-550	36	2	72
Special Svc Det -----	12-18	40	1	40
				533
<i>Civil Affairs:</i>				
Civil Affairs Company -----	14-500	113	1	113
				113
<i>Judge Advocate General:</i>				
JAG Det (Claims) -----	27-500(FA)	4	2	8
JAG Det (GCM Trial) -----	27-500(HA)	6	1	6
JAG Det (Legal Asst) -----	27-500(IA)	3	1	3
				17
<i>Medical Service:</i>				
HHD Medical Group -----	8-122	34	2	68
HHD Medical Bn -----	8-126	34	1	34
MASH -----	8-571	118	1	118
Medical Amb Co -----	8-127	97	2	194
Medical Clearing Co -----	8-128	127	3	381
Medical Collecting Co -----	8-129	190	1(-)	74
Medical Air Amb Co -----	8-137	159	1	159
Evacuation Hospital -----	8-581	309	2	618
Field Hospital -----	8-510	213	1	213
Station Hosp, 100-Bed -----	8-563	78	2	156
Station Hosp, 200-Bed -----	8-564	127	2	254
Station Hosp, 500-Bed -----	8-566	333	1	333
Station Hosp, 750-Bed -----	8-567	442	1	442
Medical Service Organization 8-500:				
Company Hq -----	Team AC	8	2	16
Hq Den Prof Svc -----	Team AI	4	1	4
Med Sup Det -----	Team FB	18	2	36
Optical Det Aug -----	Team GB	2	2	4
Medical Equip Det -----	Team GC	5	2	10
Vet Small Animal Disp Det -----	Team IE	7	1	7
Vet Service Det, Small -----	Team JA	6	2	12
Neurosurgical Det -----	Team KE	7	1	7
Dental Op Det -----	Team KI	2	5	10
Dental Svc Det -----	Team KJ	36	2	72
Den Prosth Det Mbl -----	Team KK	4	2	8
Prev Med Con Det -----	Team LA	11	2	22
Prev Med Survey Det -----	Team LB	11	2	22
Gen Dispensary -----	Team MB	21	1	21
Medical Detachment -----	Team OA	9	8	72
Medical Intel Det -----	Team QA	12	1	12
Helicopter Amb Det -----	Team RA	36	2	72
Air Crash Rescue -----	Team RC(P)	15	2	30
Air Crash Rescue -----	Team RD(P)	7	2	14
				3483

Unit	TOE No.	Strength	Number	Total
<i>Military Police Service:</i>				
HHD Military Police Bn -----	19-500	28	1	28
MP Co Army (Sep) -----	19-77	182	2	364
MP Co (HQ) -----	19-500	8	1	8
MP ESCRG Platoon -----	19-47	42	1	42
MP Guard Platoon -----	19-247	32	1	32
MP Physical Scty Co -----	19-97	143	1	143
MP Criminal Inves Det -----	19-500	14	1	14
MP Hosp Scty Det -----	19-500	38	1	38
MP Confinement Det -----	19-500	8	1	8
MP PW Processing Det -----	19-500	8	1	8
				685
<i>Ammunition Service:</i>				
HHC Ordnance Ammo Bn -----	9-36	106	1	106
Ammo Co, DS/GS -----	9-38	242	1	242
Storage & Issue Plat, Sp Ammo Sup Co (Msl) -----	9-47	99	1	99
Missile Spt Det (EL) -----	9-500	60	1	60
EOD Det (GA) -----	9-500	12	2	24
Hawk Spt Det (GS) (EF) -----	9-500	9	1	9
				540
<i>Maintenance Service:</i>				
Maintenance Mgt Det -----	29-403	29	1	29
HHD Maintenance Bn -----	29-136	53	1	53
Heavy Equip Maint Co, GS -----	29-137	292	2	584
Railway Diesel-Electric Repair Co -----	55-247	122	1	122
Light Equip Maint Co (GS) -----	29-134	273	1	273
Aircraft Maint Co (GS) -----	55-458	253	1	253
Aircraft Maint Co (DS) -----	55-457	244	1	244
Railway Car Repair & Supply Co -----	55-248	253	1	253
				1811
<i>Supply and Service:</i>				
Inventory Control/Stock Control Co -----	29-404	191	1	191
HHC Supply & Svcs Bn -----	29-146	96	2	192
Supply & Svc Co (DS) -----	29-147	286	1(+)	397
Field Svc Co GS FWD -----	29-114	228	1	228
Aircraft & Missile Repair Parts Supply Co -----	29-129	186	1	186
General Supply Co -----	29-118	195	1	195
Repair Parts Sup Co (Fwd) -----	29-119	263	1	263
Heavy Mat Sup Co -----	29-127	199	1	199
Airdrop Supply Co -----	10-407	274	1	274
Petroleum Supply Co -----	10-227	283	2	566
Team AB, Plat HQ (Sep) -----	5-500	4	1	4
Team FA, Firefighting HQ -----	5-510	4	2	8
Team FB, Fire Truck -----	5-510	6	10	60
Team FC, Water Truck -----	5-510	2	2	4
Team GC, Water Purif -----	5-520	4	6	24
Team GD, Water Purif -----	5-520	12	2	24
Team GF, Gas Gen -----	5-520	27	1	27
Team GG, CO ₂ Gen -----	5-520	13	1	13
Team HD, Utilities -----	5-530	52	1	52
Team HH, Real Estate -----	5-530	16	1	16
				2923
<i>Transportation Service:</i>				
Mov Con Co (Spt Bde) -----	55-7	79	1	79
HHD Trans Comp Gp -----	55-12	61	1	61
HHD Mtr Trans Bn -----	55-16	41	1	41
Trans Lt Trk Co (2½-T) -----	55-17	175	4	700

Unit	TOE No.	Strength	Number	Total
Trans Lt Trk Co (5-T) -----	55-17	179	1	179
Trans Mdm Trk Co (Pet) -----	55-18	186	2	372
Trans Mdm Trk Sqd -----	55-18	21	1(+)	28
Trans Hv Trk Sqd -----	55-28	17	1(+)	24
Trans Car Plat -----	55-19	26	1(+)	33
HHD Trans Term Bn -----	55-116	117	1	117
Trans Term Svc Co -----	55-117	332	2	664
Trans Mdm Boat Co -----	55-128	184	1	184
Trans Lighterage DS Co -----	55-158	226	1(-)	125
Trans Term Trf Co -----	55-118	267	1	267
HHD Trans Ry Op Bn -----	55-226	136	1	136
Ry Eng Co -----	55-227	238	1	238
Ry Equip Co -----	55-228	119	1	119
Ry Train Op Co -----	55-229	219	1	219
HHC Avn Bn -----	1-256	76	1	76
Avn Mdm Hel Co -----	1-258	245	1	245
Avn Hv Hel Co -----	1-259	129	1	129
Harbor Craft Teams -----	55-500		Various*	86
				3522
<i>Engineer:</i>				
HHC Engineer Construction Bn -----	5-116	125	1	125
Engineer Equipment & Main Co -----	5-117	180	1	180
Engineer Construction Co -----	5-118	200	3	600
Engineer Construction Spt Co -----	5-114	194	1	194
Engineer Dump Trk Co -----	5-124	112	1	112
Team ID, Map Distr Plat -----	5-540	38	1	38
				1249
Total				15,376

* Number and types of teams (tug, barge, crane, amphibian, boat) determined by actual environment and operating methods.

PART TWO

FIELD ARMY SUPPORT COMMAND (FASCOM)

CHAPTER 9

INTRODUCTION TO FASCOM

Section I. GENERAL

9-1. Mission and Functions

a. Mission. To provide, within assigned responsibilities, combat service support to a field army (or other supported forces). The Field Army Support Command is also responsible for rear area security and area damage control for the field army service area.

b. Functions by FASCOM. Functions performed by the FASCOM include—

- (1) Administration.
- (2) Civil affairs.
- (3) Legal services.
- (4) Maintenance.
- (5) Medical service.
- (6) Military police service.
- (7) Movements.
- (8) Personnel services.
- (9) Field services.
- (10) Supply.
- (11) Transportation.
- (12) Comptroller services.

c. Construction Function. The construction function is not assigned to the FASCOM; however, provision is made for attachment of this service when required.

9-2. Organization

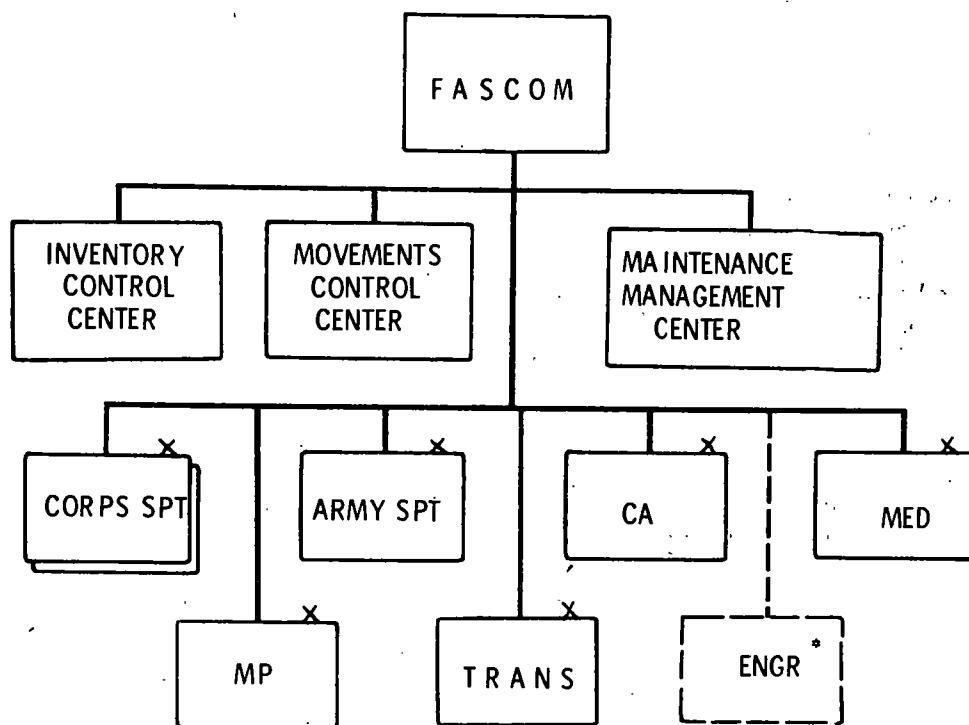
a. The Field Army Support Command is designed to support a field army composed of a headquarters, a variable number of army and corps combat and combat support nondivisional units, a Field Army Support Command to which nondivisional combat service support

units are assigned; and a variable number of corps and divisions. For planning purposes, the type field army used throughout the TASTA-70 study is based upon two corps of four divisions each. Provision is made for expanding the type field army to three corps of four divisions each. The organization of a Field Army Support Command in support of an eight-division field army is shown in figure 9-1.

b. The FASCOM is normally organized with a headquarters and associated functional control centers (inventory control, movements control and maintenance management). Major FASCOM commands include: two corps support brigades, an army support brigade, and four functional brigades—civil affairs, medical, military police and transportation. A construction organization may be assigned to the FASCOM by the field army. Organization of major FASCOM units is described in following chapters.

9-3. Command Relationships

a. With Field Army. The FASCOM is a major subordinate command of the field army. The field army headquarters makes broad long range plans for the support of anticipated tactical operations and issues mission-type orders to the FASCOM. The FASCOM develops detailed plans, policies and directives for combat service support in conformance with field army policies, directives and guidance and executes assigned missions.



* Attached, when required.

Figure 9-1. FASCOM supporting an 8-division field army.

b. With Corps. The FASCOM is a parallel command to a corps. The corps headquarters does not provide combat service support to units in the corps area or to divisions. The FASCOM furnishes this support, maintains coordination with the Corps and assists the corps in rear area security and damage control activities.

c. With Supported Divisions and Nondivisional Units. The FASCOM provides general support level combat service support services to divisions and direct and general support services to nondivisional units. "Backup" direct support is also provided to divisions when required.

d. With Field Army Engineer and Signal Services. FASCOM construction and communications requirements are communicated to field army. Priorities established by field army for these services are the basis for mission orders to be executed by engineer and signal units in support of FASCOM.

e. With Theater Army Support Command (TASCOM). The FASCOM maintains a close working relationship with the TASCOM within the field army policies. Functional control centers of FASCOM place requirements upon their counterpart centers in the TASCOM. Coordination of interzonal movements of replacements, units and supplies requires placement of TASCOM liaison personnel at critical control points within the field army.

f. With Other Services, Other National Forces, Host Nations, and Host-Nation Military Organizations. Within the policies of field army, the FASCOM establishes and maintains necessary working relationships. Resources and capabilities of these agencies are utilized by the FASCOM to provide combat service support to the field army. Support of these agencies in furtherance of the field army mission may also be required of the FASCOM.

Section II. OPERATIONAL CONCEPTS

9-4. General

TASTA contains certain basic changes from the current COSTAR organization. In general, these changes were made in order to exploit new capabilities which have resulted from new equipment such as automatic data processing equipment, further development of functionalization, increased emphasis on flexibility in organizations and operations, and the need for more efficient command and control of service support units.

9-5. Operations

Operations of the elements of the field army support command are described in detail in following chapters.

9-6. Division Forces

Composition of "type" field army support commands in support of eight- and twelve-division forces are shown as detailed troops lists in chapter 8.

9-7. Rear Area Security

Description of rear area security and damage control activities, communications support and the combat service support automatic data processing system for both FASCOM and TASCOC are also contained in Part One.

9-8. Principal Features of the TASTA-70 Field Army Support Command

a. Standardization of Headquarters Staff Organizations. Staff organizations as described in FM 101-5 are the basis of TASTA-70 staffs. Combination of G2 and G3 sections and expansion of the G4 section results from the workload required in the several sections and integration of special staff elements into the general staff.

b. Elimination of Special Staff Sections. Judge advocate, inspector general and information sections are shown as part of the commander's personal staff. Medical, adjutant general, finance, chaplain, and provost marshal staff sections are integrated into the general staff.

c. Expanded Use of ADPE. The physical ability, created through the use of ADPE, to

centralize command control and information at headquarters level requires special emphasis on insuring management control. Functional control centers have been organized to assist commanders and general staff officers in utilizing ADPE. These control centers perform functions which previously required a large number of administrative personnel at various echelons to handle routine data and information. A lesser number of these administrative personnel now perform their activities at centralized locations utilizing ADPE. Further reduction in administrative personnel may, in future time frames, permit consolidation of these personnel into general staff sections. In the TASTA time frame, the numbers of personnel required do not make this action feasible, especially in the combat zone. Functional control centers operate in the proximity of the supported headquarters, but are not collocated with the headquarters. The functional control centers are extensions of general staff sections and are under the operational control of general staff officers.

d. Organizational Flexibility. The company is the basic unit of FASCOM. Generally, there are no fixed organizations above the company level, except for certain special organizations such as hospitals. Companies are self-sufficient in that they provide organizational maintenance, mess and administration. Companies can provide platoons or smaller elements to support units for short periods of time. Detachments and teams of the TOE 500-series have been reduced in numbers. Provision is made for attachment of these organizations to larger units for company level administrative support.

e. Reduction in Headquarters Structure. Reduction of headquarters is shown in the following table, based upon support to a 12-division field army:

	TASTA-70	COSTAR
Brigade Headquarters	8	9
Group Headquarters	17	28

f. Consolidation of Supply and Maintenance. All supply and maintenance, except medical, is now consolidated under support brigades.

g. Emphasis on Support of Independent, Corps, Divisions, and Brigades. A corps support

brigade, with its assigned functional control centers, supply, maintenance, personnel, military police and transportation units provides the basic combat service support organization for tailoring support forces. Examples of this tailorability are shown in Chapter 11.

h. Expansion to Include Theater Base. Operating units of the theater army support command may be assigned to the FASCOM in

initial operations within a theater or in small theaters not requiring a full communications zone. One functional control center, the Personnel and Administration Center (PAC), of the Personnel Command, TASCOP, is added since only one PAC is required in the theater and is not normally assigned to the FASCOM. TASCOP commands, to include personnel, engineer, medical, supply and maintenance, transportation and area support, may be assigned.

Section III. ORGANIZATIONS AND CAPABILITIES

9-9. Field Army Support Command

A Field Army Support Command requires the following organizational elements:

- a.* FASCOM headquarters.
- b.* Corps and army support brigades.
- c.* Civil affairs brigade.
- d.* Medical brigade.
- e.* Military police brigade.
- f.* Transportation brigade.

9-10. Combat Service Support Organizations

Combat Service Support Organizations have

been designed as building blocks normally beginning at the company level. They are based upon quantitative workloads which are expressed as—

- a.* Strengths to be supported.
- b.* Equipment to be maintained.
- c.* Tons to be handled and moved.
- d.* Traffic to be controlled.
- e.* Civilian populations and resources to be considered.

9-11. Description

Detailed description of each unit of the Field Army Support Command is contained in subsequent chapters.

CHAPTER 10

HEADQUARTERS, FASCOM

Section I. GENERAL

10-1. Mission and Functions

a. Mission. To plan, direct, and supervise the provision of combat service support (less engineer services), through its functional control centers and subordinate operating commands, within a field army. To plan and direct the provision of rear area security and area damage control of the field army service area.

b. Functions.

- (1) To command, control, and supervise assigned and attached units.
- (2) To develop overall plans for providing combat service support to field army forces.
- (3) To assign missions to subordinate commands.
- (4) To determine combat service support requirements for the field army.
- (5) To coordinate and exercise management control over subordinate commands.
- (6) To develop and provide policies, guidance, priorities, and allocations to subordinate commands.
- (7) To coordinate combat service support with TASCOM.

10-2. Organization

See figure 10-1.

10-3. Command Relationships

a. With Headquarters TASCOM and With the Headquarters of the TASCOM Major Mission Commands. Normal staff relationships.

b. Internal. Normal coordination within particular spheres of interest.

c. With Subordinate Commands. Although the headquarters FASCOM coordinating staff is involved in operations, it is not a directorate type staff. Therefore, its formal relations with subordinate commands are through command channels. Informal liaison is maintained directly with the coordinating staffs of subordinate commands on technical matters.

d. With Functional Control Centers. The headquarters FASCOM coordinating staff exercises direct operational control over the headquarters FASCOM functional control centers. There are no direct relationships between the headquarters FASCOM coordinating staff and the functional control centers of higher or lower echelons. Functional control centers at the various echelons maintain direct liaison with each other on technical matters.

Section II. OPERATIONAL CONCEPTS

10-4. Operations

Headquarters FASCOM is actively involved in operations. It performs the normal staff functions of a higher headquarters such as development and provision of policies, planning guidance, priorities, and allocations to its subordinate commands and reviews the plans of

its subordinates. In addition, however, headquarters FASCOM develops army-wide plans for combat service support to include estimates, orders, and analyses. Headquarters FASCOM also computes overall requirements for the field army, manages the field army reserve stocks, coordinates movements and throughput with

TASCOM, develops and manages the maintenance plan, cross-levels resources and coordinates personnel records, management, and pay activities. Headquarters FASCOM accomplishes much of its centralized control, evaluation and management through its functional control centers of which there are three—inventory, maintenance management, and movements. These control centers function under the direct operational control of the pertinent coordinating staff sections of headquarters FASCOM. Thus, in effect, they are an extension of the coordinating staff sections. The combination of functional control centers and automatic data processing facilities should reduce the requirement for clerical, technical, and routine management personnel at the headquarters staff level. There will be a requirement, however, for technical personnel to determine requirements, develop army-wide plans, and evaluate performance. A further discussion of these control centers is contained in paragraph 10-15.

10-5. ACofS, Personnel—Functions

a. Develops personnel plans, programs, and policies, which include promotions, appointments, demotions, classification, assignments, decorations, awards, separations and rotations, administrative policies, forms management, records disposition, reproduction control, and publications control.

b. Maintains continuous personnel loss estimates and obtains summarized personnel information for use by FASCOM headquarters in preparing support plans. Recommends individual replacement allocations and priorities for FASCOM units.

c. Processes those personnel and administrative actions that, by regulation or policy, require action by the FASCOM commander.

d. Provides a liaison capability for individual personnel actions for members assigned to the headquarters.

e. Exercises coordinating staff responsibility for postal and special services activities.

f. Exercises general staff supervision over the headquarter adjutant general's office.

g. Establishes policies and criteria for management and operation of the personnel services centers of subordinate commands.

h. Develops the portion of the command administrative order for those functions over which it exercises staff supervision.

i. Develops and makes recommendations for the troop basis and changes to TOE pertaining to the units over which it exercises staff supervision.

j. Plans for, coordinates, and supervises military police functions in the area of discipline, law and order; prisoners of war and civilian internees; criminal investigation; and confinement, and rehabilitation.

k. Develops plans and policies for processing, confinement, and evacuation of prisoners of war and civilian internees.

l. Develops and supervises the command's crime prevention and criminal investigation policies and programs.

m. Establishes basic confinement, retention, and evacuation policies for military prisoners.

n. Coordinates the activities of the staff chaplain. The staff chaplain—

(1) Develops and coordinates an overall area and denominational religious coverage plan for the command.

(2) Exercises technical supervision over and provides professional assistance to chaplains of the commands.

(3) Develops plans and recommendations for integrating chaplain support into appropriate command plans and operations.

(4) Prepares and supervises the technical and professional training program of instruction for chaplains and chaplain assistants.

o. Develops and coordinates policies and planning guidance pertaining to medical support in the areas of treatment, hospitalization, regulating, evacuation, dental and veterinary functions, preventive medicine, and sanitation.

p. Recommends medical evacuation policies.

q. Develops guidance for implementation of theater medical support and evacuation policies.

r. Coordinates and consolidates military and civilian labor requirements of the command and develops policies governing use of labor. Coord-

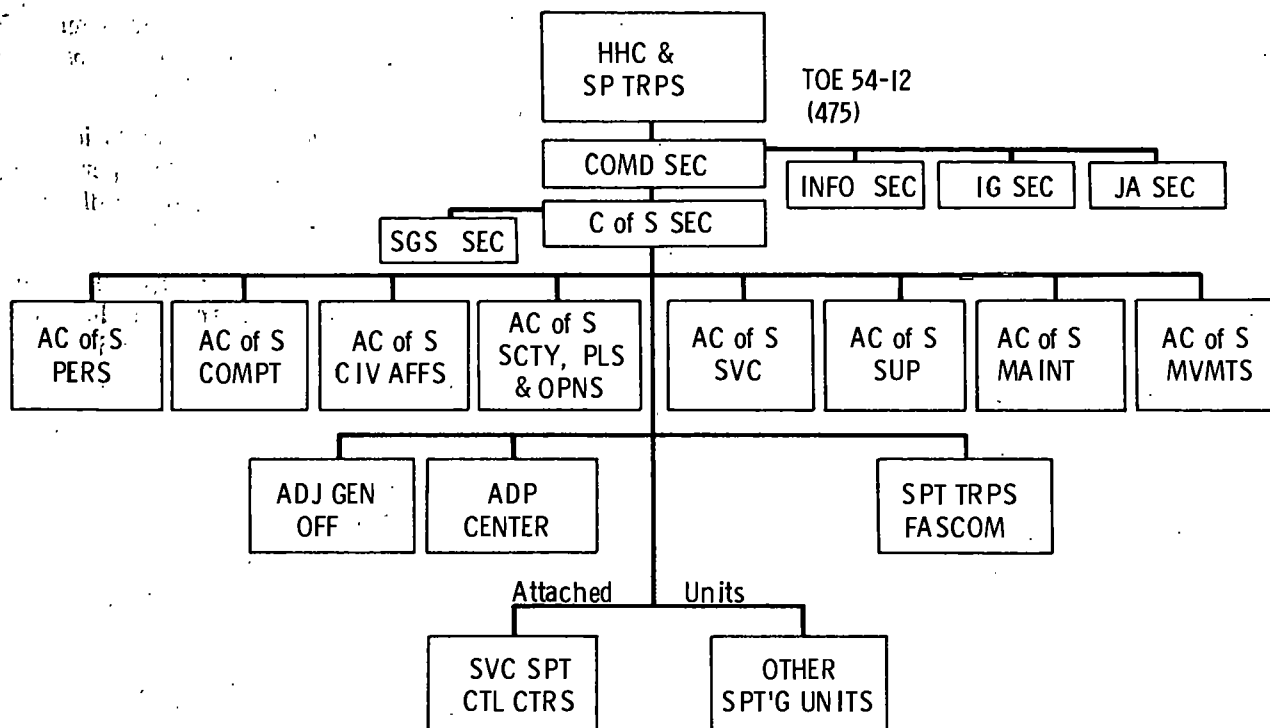


Figure 10-1. HHC and special troops, FASCOM.

ordinates indigenous labor matters with the ACofS, Civil Affairs.

10-6. ACofS, Comptroller-Functions

a. Mid and High Intensity Conflicts—

- (1) Conducts management surveys and special project studies.
- (2) Administers the reports control program of the command.
- (3) Analyzes funding programs and budget guidance and recommends courses of action.
- (4) Coordinates the development of a command position on budgetary matters and prepares budgetary reports.
- (5) Performs periodic analysis of fund utilization.
- (6) Reviews established ADP systems and ADP equipment utilization.
- (7) Coordinates changes in ADP requirements with CofS.
- (8) Maintains inventory and operating status reports of ADPS assigned to command and subordinate elements.
- (9) Conducts internal reviews involving procedures for achieving goals.
- (10) Audits nonappropriated funds.
- (11) Interprets regulations and directives governing non-appropriated funds and indoctrinates responsible personnel.
- (12) Reviews reports of surveys and boards of officers (AR 735-11).
- (13) Exercises technical control and supervision over FASCOM finance functions and resolves technical finance matters. Develops plans, policies, and programs for coordinated finance activities.
- (14) Promulgates theater policies governing travel, pay, disbursement, collections, and fund accounting as pertains to FASCOM.
- (15) Analyzes currency and funding requirements and need for and utilization of banking facilities and recommends appropriate action. Monitors savings bond and life insurance programs. Recommends action to be taken on requests to keep or increase cash on hand or to appoint deputies to disbursing officers. Establishes, as authorized, imprest funds or recommends action to be taken on such requests. Reviews

and recommends action to be taken on reports of investigation of loss of appropriated or nonappropriated funds.

- (16) Responsible for internal review of appropriated fund activities, as required, to assure accuracy of records and proper safeguarding of assets.

b. Lower Intensities of Conflict and Peacetime Additional Functions—

- (1) Plans, schedules, and conducts the commander's work simplification program.
- (2) Develops and monitors the work measurement program for TD elements.
- (3) Administers that portion of the Army cost reduction program that pertains to technical data and reports, management improvement functions, and data processing systems.
- (4) Conducts organizational studies and develops required Organization and Functions Manuals.
- (5) Performs a continuing analysis of fund utilization, develops trends, identifies problem areas and recommends solutions.
- (6) Compiles statistical reports and coordinates presentation of formal reviews and analysis.
- (7) Develops operating programs and recommends changes to the Army management structure.
- (8) Performs systems analysis to determine the feasibility of revising existing or adopting new ADP techniques.
- (9) Coordinates the development of requests for new or additional ADPE.
- (10) Coordinates the development and maintenance of contingency plans when computer systems must be curtailed.
- (11) Conducts internal reviews involving all organizational and operating procedures adopted to safeguard assets, assuring the accuracy and reliability of records, promotes efficiency and assures adherence to prescribed regulations and directives.
- (12) Represents the command in contact with the General Accounting Office and the Army Audit Agency.

- (13) Disseminates information identifying areas of command emphasis.

10-7. ACofS, Civil Affairs—Functions

a. Coordinates with other staff sections the civil affairs portion of the FASCOM support plans which involve political, economic, or sociological matters within the command and between the military and civilian officials of the local government.

b. Implements U.S. policy and directives issued by theater army on programs and projects involving civil affairs operations in support of field army operations.

c. Develops policies, plans, programs, and coordinates civil affairs functional activities in current and future operations.

d. Advises the FASCOM Commander, staff, and other subordinate commands on the impact of civilian activities on military operations.

e. Determines the availability and location of labor and materiel resources for the military forces.

f. Develops and institutes measures to provide a capable and compatible local political administration to insure minimal interference with military operations by the indigenous population.

g. Maintains staff supervision over the civil affairs brigade of the command and the operations of its attached civil affairs units.

h. Establishes procedures for the control and care of refugees, evacuees, and displaced persons.

10-8. ACofS, Security, Plans and Operations—Functions

a. Prepares policies, plans, and programs pertaining to command organizations, operations, and functions.

b. Develops and maintains the troop basis; coordinates and recommends TOE changes.

c. Develops and coordinates the command operations and administrative orders.

d. Develops policies, programs, and plans for and evaluates the training of the command.

e. Coordinates displacements of subordinate commands and location of facilities.

f. Develops plans and policies for the collection of intelligence, counterespionage, counter-subversion, and countersabotage; and disseminates intelligence/counterintelligence information with the command.

g. Develops policies and plans for and coordinates and supervises rear area security, physical security, and area damage control of the army service area. Places requirements for tactical support on field army headquarters.

10-9. ACofS, Services—Functions

a. Prepares policies, plans and programs, and coordinates and supervises activities in the areas of engineering services and communications as they apply to combat service support, and for CBR services, post exchange, graves registration, food service, repairs and utilities, laundry, bath, clothing exchange, and renovation.

b. Develops the services portion of the command administrative order.

c. Develops and makes recommendations for the troop basis and changes to TOE pertaining to services units.

d. Develops and recommends priorities, in conjunction with other coordinating staff sections, for the services provided.

e. Develops and coordinates requirements for real estate and field installations for the command and prepares plans for their acquisition, allocation, and use.

f. Develops policies governing hasty burials, recommends numbers and locations of army cemeteries, and provides policies and procedures on evacuation of remains and personal effects.

g. Develops policies and plans for provision and location of laundry and bath facilities, frequency of usage, and criteria for establishment of clothing exchange operations.

h. Develops policies and plans for post exchange operations including locations, area coverage, and scope of operations. Makes recommendations pertaining to criteria and procedures for gratuitous issues as appropriate.

i. Coordinates engineering services requirements for FASCOM with G4, headquarters field army.

10-10. ACofS, Supply—Functions

a. Develops policies, plans and programs, and coordinates and supervises supply activities including salvage and property disposal.

b. Develops the supply portion of the command administrative order.

c. Directs and supervises the inventory control center and establishes policies and criteria for management and operation of the stock control centers of subordinate commands.

d. Establishes supply levels based on directives of higher headquarters.

e. Recommends policies, priorities, allocations, and criteria for controlled items.

f. Determines supply requirements for the field army.

g. Cross-levels supplies among support brigades in consonance with requirements of the tactical situation.

h. Coordinates and supervises command procurement to assure compliance with policies of higher headquarters.

i. Develops policies, plans, and criteria for, and supervises the operation of scheduled supply or automatic supply, as appropriate.

j. Coordinates throughput policies and criteria with the ACofS, Movements, headquarters FASCOM, and with appropriate coordinating staff sections of headquarters TASCOC.

k. Coordinates supply plans and requirements with the ACofS, Maintenance, headquarters FASCOM, pertaining to utilization of repairable assets to meet supply plans and requirements.

l. Reviews supply activities on the basis of summary management reports (computer print-outs) to evaluate efficiency of supply functions and to insure that supply policies, plans and programs are carried out effectively.

m. Reviews and approves supply procedures (requisition, issue, storage, and accounting) and modifications thereto.

n. Develops and promulgates criteria and processing procedures for emergency requisitions.

o. Reviews and approves proposed stockage lists and policies for subordinate commands at general support level.

p. Develops and promulgates criteria for determining requirements and consumption factors, analysis of demand data and development of stockage lists.

q. Develops and makes recommendations for the troop basis and changes to TOE pertaining to supply units.

10-11. ACofS, Maintenance—Functions

a. Develops plans, policies, and programs and coordinates and supervises maintenance activities.

b. Develops the maintenance portion of the command administrative order.

c. Directs and supervises the maintenance management center attached to headquarters FASCOM and establishes policies and criteria for management and operation of the maintenance management centers of subordinate commands.

d. Develops policies and guidance for the establishment of uniform procedures for the collection, analysis, reporting, and presentation of maintenance management information and for purposes of the army equipment records system.

e. Develops policies and plans for the collection and/or evacuation of materiel to include evacuation instructions and condition standards.

f. Establishes maintenance standards for inspection.

g. Develops policies and plans for evaluating, maintaining cognizance of, presenting and making recommendations for improvement of the materiel readiness status of the command.

h. Establishes and reviews, in coordination with the ACofS, Supply, headquarters FASCOM, priority schedules for repair of materiel to insure that the maintenance effort is in consonance with supply requirements and items in short supply.

i. Develops and makes recommendations for the troop basis and changes to TOE pertaining to maintenance units.

j. Develops policies, plans, and procedures for cross-leveling maintenance resources as required and for providing technical assistance and data to maintenance units.

k. Reviews summaries of Equipment Improvement Recommendations and develops recommendations, policies, and plans to insure corrective action.

l. Coordinates maintenance plans with the ACofS, Supply, headquarters FASCOM, to insure timely availability of parts and assemblies for scheduled programs.

10-12. ACofS, Movements—Functions

a. Develops plans, policies, and programs for and coordinates and supervises movements and transportation service.

b. Develops the transportation portion of the command administrative order.

c. Directs and supervises the movements control center attached to headquarters FASCOM and establishes policies and criteria for management and operation of the movements control centers of subordinate commands.

d. Develops and makes recommendations for the troop basis and changes to TOE pertaining to transportation and mode allocations.

e. Recommends movements priorities and mode allocations.

f. Develops policies and criteria for and coordinates and supervises the activities of traffic headquarters to include provision of policies and criteria concerning the traffic circulation plan, traffic control plan, and route classification. Reviews the traffic circulation plan and traffic control plan. Recommends priorities for use of time and space on the controlled road network.

g. Establishes policies and criteria for development of the movements control plan and program and coordinates throughput policies with the ACofS, Services, headquarters TASCOC.

h. Develops requirements for transport and terminal transfer operations.

i. Coordinates with the staff elements of TASCOM and support brigades regarding policy for the employment of the resources of each other's transport, establishment of inter-related movements procedures, and coordination of movements plans in support of future operations.

10-13. Legal Services

Legal services for FASCOM will be provided by the staff judge advocate, one of the commander's personal staff. The FASCOM commander will be authorized to convene general courts-martial and the judge advocate section will be staffed accordingly. The staff judge advocate is the senior judge advocate within FASCOM and, in accordance with the law, and the policies of his commander, he establishes policies on legal services for the command. He supervises the administration of military justice; he is responsible for the operation of an effective legal assistance program; he supervises and administers all claims matters, including certification for payment when appropriate. He is responsible for war crimes matters within FASCOM. The concept of operations, staffing, and overall functions remain unchanged from COSTAR.

10-14. Adjutant General Office

This office operates under the direct supervision of the ACofS Personnel and performs the usual duties of a headquarters administrative office. It is not an adjutant general special staff section. The adjutant general supervisory staff function is integrated into the ACofS, Personnel staff section. The functions of the adjutant general office include—

a. Provision of internal administrative services to the headquarters, including distribution center, reproduction facilities, central classified document control and repository, and library service for headquarters correspondence and publications.

b. Provision of personal services to officers assigned to the headquarters.

c. Coordination with the servicing army post

office for receipt and dispatch of headquarters official mail.

10-15. ADP Center

A single automatic data processing center is provided at headquarters FASCOM to service all appropriate combat service support functions. It is integrated into the headquarters FASCOM organization and operates under the staff supervision of the ACS/Comptroller. The ADP Center operates the computer and related equipment and provides computer services to the various elements of headquarters FASCOM. The ADP center is not involved in any respect in the management of the combat service support functions—it simply provides machine services. The ADP center uses computer programs developed centrally in CONUS based on centrally developed functional systems. Only minor modifications may be made to these systems and computer programs locally. Therefore, only a limited requirement exists in the ADP center for programmers and ADP analysts; also, there will be only a limited requirement for functional systems analysts in headquarters FASCOM and the related functional control centers. The ADP center uses the centrally developed computer programs and processes actions against the programs within parameters established and maintained by the functional control centers attached to headquarters FASCOM. Actions falling outside of these parameters are rejected by the computer and referred to the functional control centers for individual management action. Priorities for utilization of ADP facilities are determined by the chief of staff.

10-16. Functional Control Centers

Three of these are located at headquarters FASCOM: inventory control center, maintenance management center, and movements control center. Each control center utilizes computer capabilities of the ADP center which is assigned to the FASCOM headquarters and each functions under the operational control of the pertinent coordinating staff sections. These control centers are the "commodity managers" for their respective functional areas. They do day-to-day planning for operations, implement policies and plans of the coordinating staff, de-

velop and apply operating procedures, make continuing analyses of operations and apply corrective action, develop pertinent portions of plans and programs to support requirements of the coordinating staff, apply priorities and control as provided by the coordinating staff, develop requirements, and make management decisions pertaining to daily operations. The functions described above are performed within the parameters of policies, plans, priorities, and

allocation provided by the headquarters FASCOM coordinating staff. The control centers maintain a close day-to-day relationship with the ADP center, but operate mainly on a management-by-exception principle based on the "reject" action described in paragraph 10-15. The detailed organization, functions and operations of the individual functional control centers are shown in chapter 11 under the pertinent functional areas.

Section III. ORGANIZATIONS AND CAPABILITIES

10-17. Mission

To plan, direct, and supervise the provision of combat service support (less construction) within a field army. To plan and direct the provision of rear area security and area damage control of the field army service area.

10-18. Organization

See figure 10-1.

10-19. Normal Assignment

To Headquarters, Field Army on the basis of one per field army.

10-20. Capabilities

Headquarters FASCOM, at full strength, commands, plans for and supervises provision of combat service support to the field army (less divisional units). Exercises territorial control over the field army service area to include responsibility for rear area security, physical security and area damage control.

10-21. Support Requirements

Headquarters FASCOM is dependent upon other organizations for the following types of support: transportation, security, personnel administration, and communications.

CHAPTER 11

SUPPORT BRIGADES

Section I. GENERAL

11-1. Mission and Functions

a. Mission. To provide, within assigned responsibilities, combat service support to divisions and nondivisional units. A support brigade may be employed as—

- (1) *Corps support brigade.* The brigade is assigned to a FASCOM and supports divisional and nondivisional units normally located in a corps area.
- (2) *Army support brigade.* The brigade is assigned to a FASCOM and supports units located in or transiting the army service area.
- (3) *Corps support command.* The brigade is assigned to a corps headquarters and performs the functions of a field army support command for all divisional and nondivisional units assigned to the corps.
- (4) *Division support brigade.* The brigade is assigned to a division and performs the functions of a field army support command for all divisional and nondivisional units assigned to the division.

b. Functions. The support brigade furnishes personnel and administration, maintenance, transportation and movements, military police, and supply and services support. Each of these services is explained in the following sections of this chapter.

11-2. Organization

The organization of a corps support brigade varies with the assigned mission and units made available by FASCOM. It normally includes a headquarters with associated functional control centers (stock control, movements control, and

maintenance management and personnel services), two support group headquarters, a personnel and administration battalion, a military police battalion, a transportation battalion, a petroleum supply battalion, supply and service battalions, and maintenance battalions. The number of assigned supply and service battalions and maintenance battalions as well as the number of units within all battalions will vary according to workload. A "type" corps support brigade in support of a four division corps is shown in figure 11-1. The army support brigade differs from the corps support brigade as shown in figure 11-2. Differences include—

a. Military police, transportation, and movements units are provided by FASCOM.

b. Ammunition service is provided by corps support brigades for corps slices of the field army.

c. Aircraft maintenance battalions are formed in the army service area because of the greater workload in this area.

d. A number of specialized units are added to battalions in the army service area to provide back-up services to corps support brigades.

11-3. Command Relationships

a. With FASCOM. Support brigades are major subordinate commands of the FASCOM.

b. With Corps. The corps support brigade supports corps units and maintains close coordination with the corps headquarters. It provides a highway traffic headquarters which carries out highway traffic priorities assists the corps in rear area security and damage control activities and provides military police units for employment in the corps area.

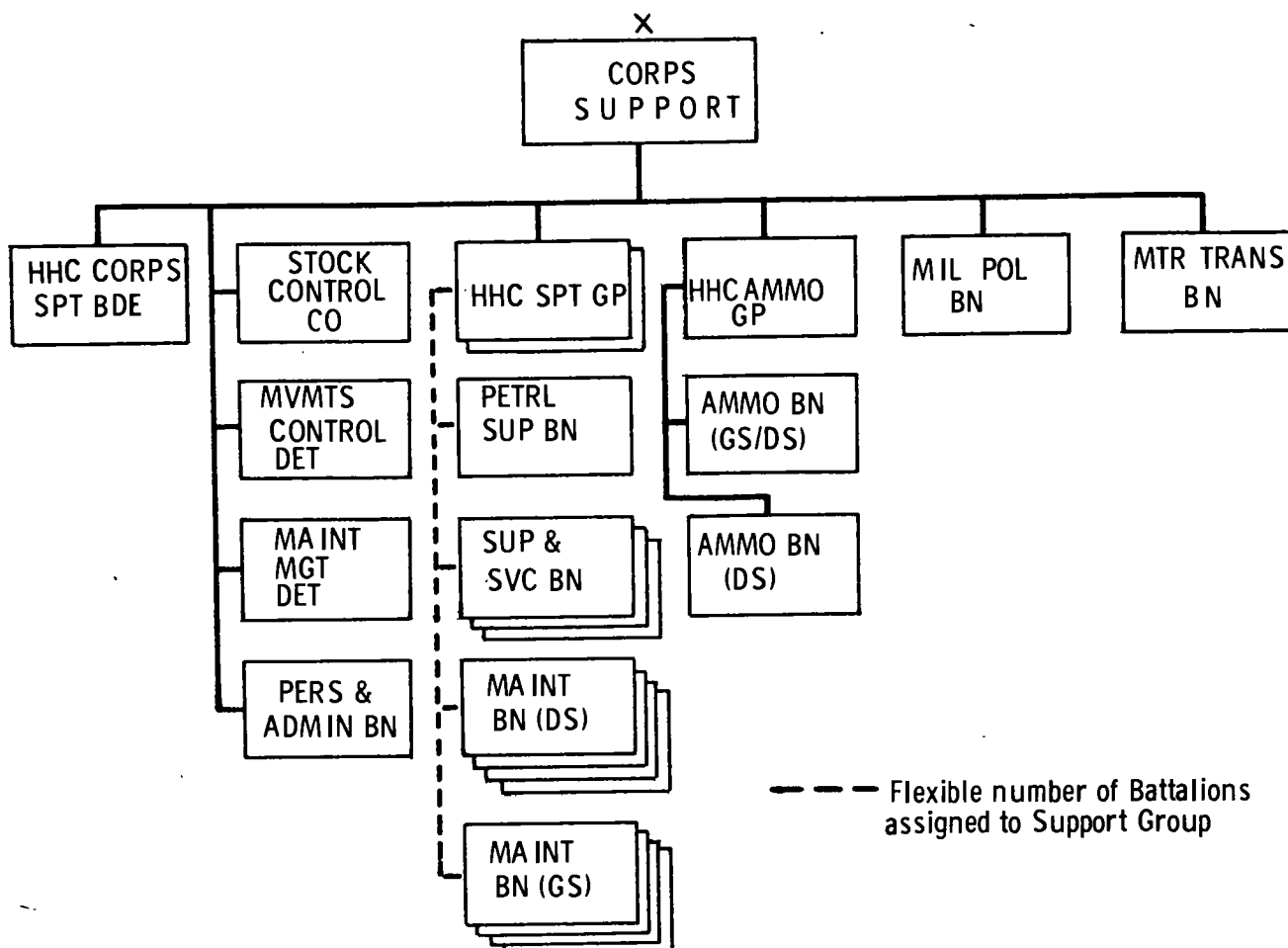


Figure 11-1. Corps support brigade supporting a 4-division corps.

c. *With Other FASCOM and Field Army Units.* Provides combat service support within assigned capabilities.

11-4. Operations, Organization and Capabilities

Support brigade operations, organization, and capabilities are composites of the combat service support activities performed by the separately organized units which may be assigned. These units are described in the following sections of this chapter. In general, each of the several headquarters, detachments, companies, and cellular organizations are designed to perform a given workload in specific areas of combat service support. They are organized on a "building block" principle and normally are self-sufficient as separate TOE units. These

separate units, or subelements, with proper adjustments to insure self-sufficiency, can be utilized to support forces of less-than-division size. Battalion, group, and brigade headquarters are added as the support force increases. All units can also be adjusted in size by reducing manning levels within TOE to ninety or eighty percent of full strength authorization. Detailed troop lists of several force structures are contained in part one. Principles of brigade flexibility are—

a. *As Part of FASCOM.* The brigade can be tailored to support less than four divisions by decreasing the number of units required to support the "type" four division force shown in figure 11-1.

b. *As a COSCOM.* The brigade assumes the role of a FASCOM by adding medical, civil

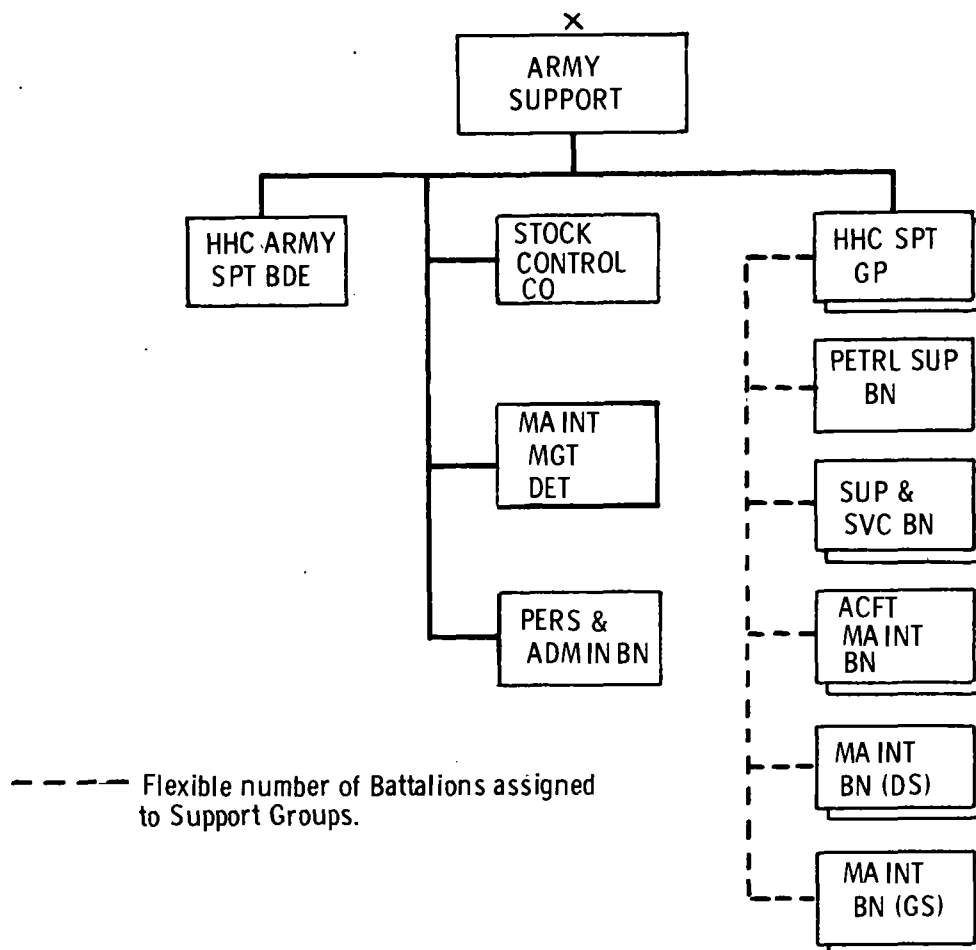


Figure 11-2. Army support brigade supporting an 8-division force.

affairs, transportation, and military police units, as well as specialized units of the army support brigade.

c. As a Division Support Brigade. By reducing the number of units required as a COSCOM.

d. In Support of an Independent Division or Corps. The brigade is increased from the COSCOM or division support brigade structure to include theater base units of the theater army support command.

e. In Support of a Task Force. The brigade would be structured to provide the required combat service support. It should be assigned to and receive its directions from the task force commander. Headquarters above the task force should not exercise operational control over the brigade. Missions to be performed by the support brigade for support of forces in addition to the task force should be assigned by the task force commander, based upon mission type orders from higher headquarters.

Section II. HEADQUARTERS, SUPPORT BRIGADE

11-5. General

a. Mission and Functions.

- (1) *Mission.* To command, plan, direct, and supervise the provision of speci-

fied combat service support, through its functional control centers and subordinate operating units, within a corps, the army service area or to other

designated forces. Support provided includes supply, maintenance, field and CBR services, transportation, personnel, comptroller, finance, and military police activities.

(2) *Functions.*

- (a) To command, control, and supervise assigned and attached units.
- (b) To develop overall plans for providing designated combat service support to supported forces.
- (c) To assign missions to subordinate units.
- (d) To determine combat service support requirements for supported forces.
- (e) To coordinate and exercise management control over subordinate units.
- (f) To develop and provide policies, guidance, priorities, and allocations to subordinate units.

b. *Organization.* See figure 11-3.

c. *Command Relationships.*

- (1) *With headquarters, FASCOM.* Normal staff relationships.
- (2) *Internal.* Normal coordination within particular spheres of interest.
- (3) *With subordinate units.* Headquarters, Support Brigade exercises mission management control over subordinate units and deals directly with the units in this respect. However, since the coordinating staff of Headquarters, Support Brigade is not a directorate type staff, this management is exercised through command channels. Technical liaison is maintained directly by the coordinating staff with subordinate units and with the staff of Headquarters, Support Group.
- (4) *With functional control centers.* The Headquarters, Support Brigade coordinating staff exercises direct operational control over the Headquarters, Support Brigade functional control centers. There are no direct relationships between the Headquarters, Support Brigade coordinating staff and the functional control centers at Headquarters, FASCOM. Functional

control centers at Headquarters, Support Brigade maintain direct technical liaison with the functional control center at Headquarters, FASCOM.

11-6. Operational Concepts

a. *Headquarters, Support Brigade.* Headquarters, Support Brigade operates in a similar fashion to Headquarters, FASCOM in that it is actively engaged in operations. It performs the normal staff functions of a higher headquarters such as development and provision of policies, planning guidance, priorities, and allocations to its subordinate units and reviews the plans of subordinate units. Headquarters, Support Brigade develops overall plans for providing support to a corps or army service area to include estimates, orders, and analyses. Headquarters, Support Brigade computes requirement for the forces which it supports, manages assigned stocks, coordinates movements, and throughput with Headquarters, FASCOM, develops and manages the maintenance plan, cross-levels resources, and maintains central control of personnel management and records. Headquarters, Support Brigade accomplishes much of its centralized control, evaluation, and management through its functional control centers of which there are four—stock control, maintenance management, movements, and personnel services. The personnel services control center is in the personnel and administration battalion. These control centers, although separate TOE units, are usually attached to Headquarters, Support Brigade and function under the direct operational control of the pertinent coordinating staff sections of Headquarters, Support Brigade. In effect, they are an extension of the coordinating staff sections. The combination of functional control centers and automatic data processing facilities should reduce the requirement for clerical, technical, and routine management personnel at the headquarters staff level. There will be a requirement, however, for technical personnel to determine requirements, develop service-wide plans, and evaluate performances.

b. *ACofS, Personnel—Functions.*

- (1) Develops personnel policies which include promotions, appointments, demotions, classification, assignments and reassignments, decorations, awards, separations and rotations, and

- administrative policies to include forms management, records disposition control, and publications control.
- (2) Maintains a continuous personnel loss estimate and obtains from the personnel services center summarized personnel information for use by support brigade headquarters in preparing support plans. Recommends individual replacement allocations and priorities.
 - (3) Processes those personnel and administrative actions that by regulation or policy require action by the Support Brigade commander.
 - (4) Provides a liaison capability for individual personnel actions of members assigned to the headquarters.
 - (5) Exercises coordinating staff responsibility for postal and special services activities.
 - (6) Exercises general staff supervision over adjutant general's office.
 - (7) Directs and supervises the operations of the personnel services center attached to Headquarters, Support Brigade and establishes policies and criteria for its management and operation.
 - (8) Develops the portion of the command administrative order for those functions over which it exercises staff supervision.
 - (9) Develops and makes recommendations for the troop basis and changes to TOE pertaining to the units over which it exercises staff supervision.
 - (10) In the Corps Support Brigade—
 - (a) Plans for, coordinates and supervises military police functions in the area of discipline, law and order, prisoners of war and civilian internees, criminal investigation, confinement, and rehabilitation.
 - (b) Develops plans and policies for processing, internment, and evacuation of prisoners of war and civilian internees.
 - (c) Develops and supervises the command's crime prevention and criminal

investigation policies and programs.

- (d) Establishes basic confinement, retention, and evacuation policies for military prisoners.
- (11) In the Army Support Brigade, plans for and coordinates requirements for military police services with Headquarters, FASCOM, monitors effectiveness of services provided, and advises commander on military police matters.
 - (12) Coordinates the activities of the Staff Chaplain. The staff chaplain—
 - (a) Develops and coordinates an overall area and denominational religious coverage plan for the command.
 - (b) Exercises technical supervision over and provides professional assistance to chaplains of the command including preparation and supervision of the technical and professional training program of instructions for chaplains and chaplain assistants.
 - (c) Develops plans and recommendations for integrating chaplain support into appropriate command plans and operations.
 - (13) Monitors the adequacy of medical service support to the command and advises the commander accordingly. Coordinates this function with the senior medical corps officer designated to furnish medical staff advice to the support brigade.
 - (14) Coordinates and consolidates military and civilian labor requirements of the command and develops policies governing use of labor. Coordinates indigenous labor requirements with ACofS, Security, Plans, and Operations.

c. ACofS, Comptroller—Functions.

- (1) Mid and High Intensity Conflicts.
 - (a) Conducts management surveys and special project studies.
 - (b) Analyzes budget guidance, recommends courses of action, coordinates a command budgetary position, and prepares budgetary reports.

- (c) Performs periodic analysis of fund utilization.
 - (d) Reviews established ADP systems and ADP equipment utilization.
 - (e) Coordinates changes in ADP requirements with FASCOM Comptroller.
 - (f) Maintains inventory and operating status reports of ADPE assigned to command and subordinate elements.
 - (g) Conducts internal reviews; audits nonappropriated funds; interprets regulations and directives governing nonappropriated funds and indoctrinates responsible personnel; forwards internal reviews reports to FASCOM Comptroller.
 - (h) Develops plans, policies, and programs; coordinates and supervises finance activities. Performs technical inspections of FDSC's.
 - (i) Administers the brigade reports control programs.
 - (j) Exercises technical control and supervision over brigade finance functions and Finance Direct Support Companies supporting the brigade. Resolves technical matters pertaining to brigade finance functions.
 - (k) Analyzes currency and funding requirements and need for and utilization of banking facilities and recommends appropriate action. Monitors savings bond and life insurance programs. Recommends action to be taken on requests to keep or increase cash on hand or to appoint deputies to disbursing officers. Establishes, as authorized, imprest funds or recommends action to be taken on such requests. Reviews and recommends action to be taken on reports of investigation of loss of appropriated or nonappropriated funds.
 - (l) Responsible for internal review of appropriated fund activities, as required, to assure accuracy of records and proper safeguarding of assets.
- (2) Lower intensities of conflict and peacetime additional functions:
 - (a) Conducts organizational studies and develops required organization and functions manuals.
 - (b) Performs a continuing analysis of fund utilization, develops trends, identifies problem areas, and recommends solutions both to his commander and the FASCOM Comptroller.
 - (c) Coordinates the development of requests for new or additional ADPE.
 - (d) Conducts internal reviews involving all organization and operating procedures adopted to safeguard assets, assure the accuracy and reliability of records, promote efficiency, and assure adherence to prescribed regulations and guidance.
 - (e) Disseminates information identifying areas of command emphasis.
 - (f) Plans, schedules, and conducts work simplification training.
 - (g) Administers that portion of the Army Cost Reduction Program that pertains to technical data and reports, management improvements, and data processing systems.
- d. ACofS, Security, Plans and Operations—Functions.*
- (1) Prepares policies, plans, and programs pertaining to command organizations, operations, and functions.
 - (2) Develops and maintains the troop basis; coordinates and recommends TOE changes.
 - (3) Develops and coordinates the command operations and administrative orders.
 - (4) Develops policies, programs, and plans for and evaluates the training of the command.
 - (5) Coordinates displacement of subordinate command and locations of facilities.
 - (6) Develops plans and policies for collection of intelligence, counterespionage, countersubversion, and countersabotage; and disseminates intelligence/

counterintelligence information within the command.

- (7) Coordinates rear area security and area damage control plans of the command internally and into those of the adjacent tactical or administrative headquarters. Coordinates and supervises physical security within the command and provides policies and overall plans.
- (8) Exercises staff supervision over such civil affairs units as may be attached to the command. Coordinates civil affairs requirements with appropriate agencies and advises commander on civil affairs matters.

e. ACofS, Services—Functions.

- (1) Prepares policies and plans for and coordinates and supervises activities in the areas of construction and communications, as they apply to combat service support, and for CBR services, field services, post exchange, graves registration, food service, repairs, and utilities.
- (2) Develops the services of portion of the command administrative order.
- (3) Develops and makes recommendations for the troop basis and changes to TOE pertaining to services units.
- (4) Develops and recommends priorities, in conjunction with other coordinating staff sections, for the services provided.
- (5) Develops and coordinates requirements for real estate and field installations for the command and prepares plans for their acquisition, allocation, and use.
- (6) Implements policies of Headquarters, FASCOM regarding hasty burials, recommends numbers and locations of corps cemeteries as appropriate, and provides plans and procedures on evacuation of remains and personal effects.
- (7) Develops plans for provision and location of laundry and bath facilities, frequency of usage, and criteria for establishment of clothing exchange

operations in consonance with Headquarters, FASCOM policies.

- (8) Develops plans for operation of post exchange facilities and for gratuitous issues in consonance with Headquarters, FASCOM policies.

f. ACofS, Supply—Functions.

- (1) Develops policies, plans, programs, and coordinates and supervises supply activities including salvage and property disposal.
- (2) Develops the supply portion of the command administrative order.
- (3) Directs and supervises the stock control center and establishes policies and criteria for its management and operation.
- (4) Establishes supply levels based on directives of higher headquarters.
- (5) Recommends policies, priorities, allocations, and criteria for controlled items.
- (6) Determines supply requirements for the corps or army service area as appropriate.
- (7) Cross-levels supplies among general support storage locations in consonance with requirements of the tactical situation.
- (8) Implements local procurement policies and plans of higher headquarters.
- (9) Develops plans for implementing policies of Headquarters, FASCOM regarding application of scheduled or automatic supply as appropriate.
- (10) Coordinates throughput policies and plans with the ACofS, movements.
- (11) Coordinates supply plans and requirements with the ACofS, maintenance pertaining to utilization of repairable assets to meet supply plans and requirements.
- (12) Reviews supply activities on the basis of summary management reports (computer printouts) to evaluate efficiency of supply functions and to insure policies, plans, and programs are carried out effectively.
- (13) Reviews and approves application and

local modification of supply procedures pertaining to requisition, storage, issue, and accounting.

- (14) Develops and promulgates criteria and processing procedures for emergency requisitions.
- (15) Reviews and approves proposed stockage lists for subordinate storage units in consonance with policies of Headquarters, FASCOM.
- (16) Implements policies of Headquarters, FASCOM regarding determination of requirements and consumption factors, analysis of demand data, and development of stockage lists.
- (17) Develops and makes recommendation for the troop basis and changes to TOE pertaining to supply units.

g. ACofS, Maintenance—Functions.

- (1) Develops plans, policies, programs, and coordinates and supervises maintenance activities.
- (2) Develops the maintenance portion of the command administrative order.
- (3) Directs and supervises the maintenance management center attached to Headquarters, Support Brigade and establishes policies and criteria for its management and operation.
- (4) Implements policies of Headquarters, FASCOM and develops plans for the collection, analysis, reporting and presentation of maintenance management information and for purposes of the army equipment records system.
- (5) Develops policies and plans for the collection and/or evacuation of materiel to include evacuation instructions and condition standards.
- (6) Establishes maintenance standards for inspection in consonance with policies of Headquarters, FASCOM.
- (7) Develops policies and plans for evaluating, maintaining cognizance of, presenting and making recommendations for improvement of the materiel readiness status of the command.
- (8) Establishes and reviews, in coordination with the ACofS, Supply, Head-

quarters, Support Brigade priority schedules for repair of materiel to insure that the maintenance effort is in consonance with supply requirements and items in short supply.

- (9) Develops and makes recommendations for the troop basis and changes to TOE pertaining to maintenance units.
- (10) Develops policies, plans, and procedures for cross-leveling maintenance resources as required and for providing technical assistance and data to maintenance units.
- (11) Reviews summaries of Equipment Improvement Recommendations and develops recommendations, policies, and plans to insure corrective action.
- (12) Coordinates maintenance plans with the ACofS, Supply, Headquarters, Support Brigade to insure timely availability of parts and assemblies for schedule programs.

h. ACofS, Movement, Corps Support Brigade—Functions.

- (1) Develops plans, policies, and programs for and coordinates and supervises movements and transportation service.
- (2) Develops the transportation portion of the command administrative order.
- (3) Directs and supervises the Movements Control Center attached to Headquarters, Support Brigade and establishes policies and criteria for its management and operation.
- (4) Develops and makes recommendations for the troop basis and changes to TOE pertaining to transportation and movements control units.
- (5) Recommends movements priorities and mode allocations.
- (6) Develops policies and criteria for and coordinates and supervises the activities of traffic headquarters to include provision of policies and criteria concerning the traffic circulation plan, traffic control plan, and route classification. Reviews the traffic circulation plan and traffic control plan. Recom-

mends priorities for use of time and space on the controlled road network.

- (7) Establishes policies and criteria for development of the movements control plan and program and coordinates throughput policies and plans with the ACofS, Movements, Headquarters, FASCOM.
- (8) Develops requirements for transport and terminal transfer operations.
- (9) Coordinates with the staff elements of Headquarters, FASCOM and with other support brigades regarding policy and plans for the employment of the resources of each other's transport, establishment of interrelated movements procedures, and coordination of movements plans in support of future operations.

i. ACofS, Movements, Army Support Brigade—Functions.

- (1) Develops plans, policies, and programs for and coordinates and supervises movements activities.
- (2) Directs and supervises the Movements Control Center attached to Headquarters, Support Brigade and establishes policies and criteria for its management and operations.
- (3) Develops and makes recommendations for the troop basis and changes to TOE pertaining to movements control units.
- (4) Recommends movements priorities and mode allocations.
- (5) Establishes policies and criteria for development of the movements control plan and program and coordinates throughput policies and plans with the ACofS, Movements, Headquarters, FASCOM.
- (6) Coordinates with the staff elements of Headquarters, FASCOM and with other support brigades regarding policy and plans for the establishment of interrelated movements procedures and coordination of movements plans in support of future operations.
- (7) Plans for and coordinates requirements for transportation services with

the ACofS, Services, Headquarters, FASCOM, monitors the effectiveness of the services provided, and advises the commander on transportation matters.

j. Adjutant General's Office. The office operates directly under the ACofS, Personnel and performs the usual duties of an administrative office. It is not an adjutant general special staff section for the command. Its functions include—

- (1) Provision of internal administrative services to the headquarters including distribution center, reproduction facilities, central classified document control and repository, and library service for headquarters correspondence and publications.
- (2) Provision of personnel services to officers assigned to the headquarters.
- (3) Coordination with the servicing army post office for receipt and dispatch of headquarters official mail.

k. Legal Service, Army and Corps Support Brigades. Legal services for the support brigade will be provided by the staff judge advocate, a member of the commander's personal staff. His functions are those listed in FM 101-5. The brigade commander will exercise general court-martial jurisdiction and the judge advocate section is staffed accordingly. The functions, concept of operations and staffing remain unchanged from COSTAR.

l. ADP Center. A single Automatic Data Processing Center is provided at Headquarters, Support Brigade to service all appropriate combat service support functions. It is integrated into the Headquarters, Support Brigade organization and operates under the staff supervision of the ACofS, Comptroller. The ADP center is not involved in any respect in the management of the combat service support functions—it simply provides machine services. The ADP center uses computer programs developed centrally in CONUS based on centrally developed functional systems. Only minor modifications may be made to these systems and computer programs locally. Therefore, only a limited requirement exists in the ADP center for programmers and ADP analysts; also, there will be only a limited requirement for func-

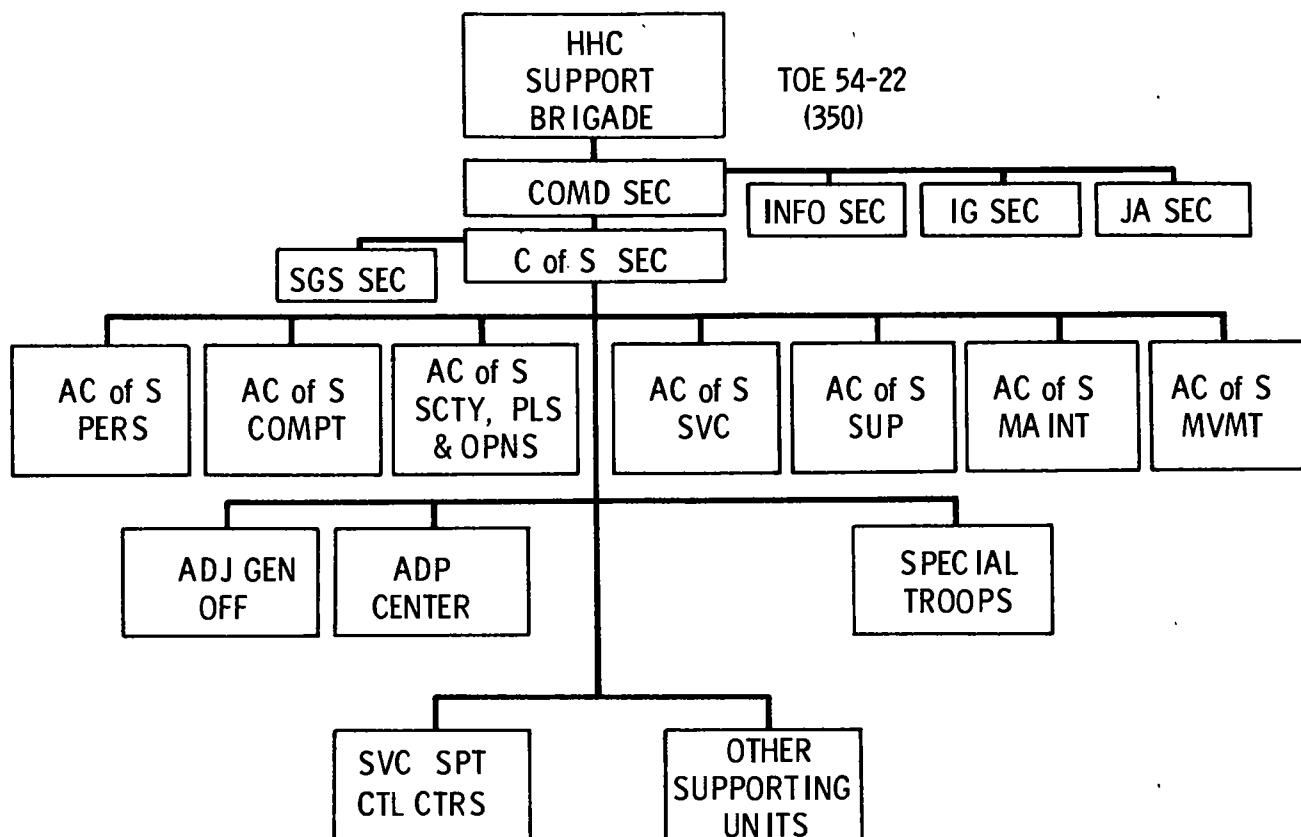


Figure 11-3. Headquarters and special troops, support brigade.

tional systems analysts in Headquarters, Support Brigade and related functional control centers. The ADP center uses the centrally developed computer programs and processes actions against the programs within parameters established and maintained by the functional control centers attached to Headquarters, Support Brigade. Actions falling outside of these parameters are rejected by the computer and referred to the functional control centers for individual management action.

m. Functional Control Centers. Four of these support headquarters, support brigade; stock control center, maintenance management center, movements control center, and personnel services center. The latter is physically located in the personnel and administration battalion. Each control center utilizes computer capabilities of the ADP center which is assigned to the support brigade headquarters and each func-

tions under the operational control of the pertinent coordinating staff section.

11-7. Organizations and Capabilities

Headquarters, Support Brigade.

a. Organization. See figure 11-3.

b. Normal Assignment. To Headquarters, FASCOM on the basis of one per supported corps and one per Army service area.

c. Capabilities. At full strength, this unit provided the organizational structure to command assigned combat service support troops and other designated units operating in the corps or field army service areas.

d. Support Requirements. Headquarters, Support Brigade is dependent upon other organizations for the following types of support: transportation, communications, personnel services and military police services.

Section III. HEADQUARTERS, SUPPORT GROUP (CORPS OR ARMY)

11-8. General

a. Missions and Functions.

- (1) *Mission.* To command, control, and supervise assigned or attached units employed for the provision of combat service support to specified forces. To provide cryptologistics services.
- (2) *Functions.*
 - (a) To command and control assigned units.
 - (b) To develop and supervise the execution of implementing plans to carry out assigned missions.
 - (c) To supervise organizational, administrative, and logistical activities and coordinate local security and damage control activities of subordinate units.
 - (d) To provide technical supervision over mission functions of subordinate units except for stock control and maintenance management functions which are exercised by the support brigade.
 - (e) To provide general support cryptologistical services and direct support for units not provided an organic direct support capability.

b. Organization. See figure 11-4.

c. Command Relationships.

- (1) *With headquarters, support brigade.* Normal staff relationships within areas of assigned interest.
- (2) *Internal.* Normal coordination within particular spheres of interest.
- (3) *With subordinate units.* Normal supervisory staff relationships within areas of assigned interest. Formal directives will be through command channels; informal liaison within spheres of interest may be direct.
- (4) *With functional control centers, support brigade.* Direct relationships only on those matters where technical supervisory responsibility has been assigned to Headquarters, Support Group.

11-9. Operational Concepts

a. Operations. Headquarters, Support Group is engaged primarily in supervising the accomplishment of assigned missions and tasks by its subordinate units. It coordinates activities among the subordinate units within the scope of its authority and coordinates the use of resources and requirements for outside support. It assigns available operating locations and facilities and consolidates additional requirements. It directs the development of local security plans and coordinates these with the rear area security and area damage control plans of adjacent tactical headquarters. It exercises technical supervision over designated mission operations of subordinate units within parameters established by support brigade headquarters. Except as indicated above, it does not exercise those management functions performed by the functional control centers at Headquarters, Support Brigade. The Headquarters, Support Group does not have a requirement for the functional type coordinating staff found at Headquarters, Support Brigade. A standard S-type staff is adequate for Headquarters, Support Group. Inasmuch as the intelligence function at this headquarters is limited by the nature of the group, the S2 and S3 sections may be combined into one.

b. S1, Adjutant. Performs in general the functions of the secretary of the general staff, the personnel officer, the commander's personal staff, and such duties as may be pertinent in the areas of adjutant general, inspector general, military justice, provost marshal, and special services functions. Provides internal administrative services for the headquarters. Coordinates headquarters personnel services with the Support Brigade Personnel and Administration Battalion. Analyzes personnel management data received from the above battalion and recommends appropriate actions to the group commander. Insures adequacy of special services and postal support to the group. The S1 section includes a chaplain element which provides chaplain support for the group headquarters and attached subordinate elements not having assigned chaplains. It also provides assistance in area religious coverage to attached

subordinate battalions having assigned chaplains. It provides technical supervision, staff coordination, and professional assistance through command channels for all chaplains assigned to subordinate units of the group.

c. *S2/S3*. Performs in general duties related to the functions of intelligence, operations plans and orders, training, rear area security, area damage control and displacement.

d. *S4*. Performs in general the duties of the logistics officer including supply, maintenance, acquisition, and assignment of facilities and locations, field services, transportation, communications, firefighting, repairs, and utilities when these latter two elements are attached.

e. *Signal Platoon*. The signal platoon provides organic communications service for the group headquarters.

f. *Cryptologistics Platoon*. This platoon provides cryptologic supply and maintenance support, including paper aids and repair parts, as follows:

(1) *Variation A*. Corps support brigade.

(a) General support to two divisions and approximately half of the units of a corps area, including the corps signal battalion.

(b) Direct support to approximately half of the units of a corps area, except units of the corps signal battalion.

(c) Organizational level maintenance

support to approximately half of the units of a corps area having no organic cryptographic maintenance capabilities, excluding units assigned to the corps signal battalion.

(2) *Variation B*. Army support brigade.

(a) General support to approximately half of the army service area including units assigned to the army signal brigade.

(b) Direct support except for units of the army signal brigade.

(c) Organizational level maintenance support to units having no organic cryptographic maintenance capabilities, excluding units of the army signal brigade.

(d) Storage and maintenance of a proportionate share (one-half) of the field army cryptographic reserve stocks.

(e) Back-up support for cryptologistics platoons (*Variation A*) assigned to support groups employed in the corps areas.

g. *Labor Supervision*. Labor supervision units may be attached to support groups, and may be further attached to supply and service battalions. They provide command, administration, and labor supervision of non-U.S. labor elements. Employment of these units in corps support brigades will depend upon the feasi-

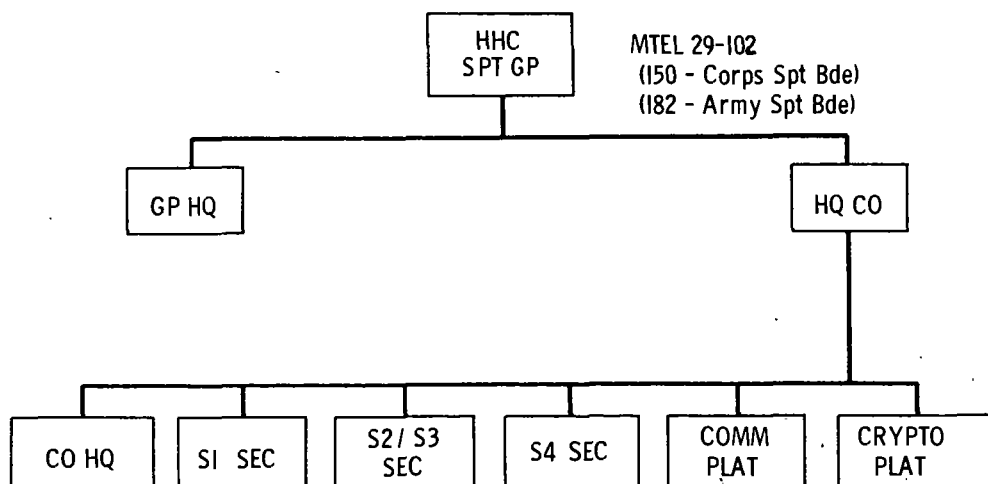


Figure 11-4. HHC, support group, corps and army.

bility of such labor utilization in forward areas. Employment in the army service area is feasible under certain conditions. While troop lists shown in part one do not include these units in FASCOM due to the tactical conditions upon which these troop lists are based, planning for other operations should consider their use. Labor supervision teams (TOE 20-20) are attached to area support groups in COMMZ and may be made available to the FASCOM.

11-10. Organization and Capabilities

a. Mission. To command and supervise assigned and attached units employed for the pro-

vision of designated combat service support to specified forces. To provide cryptologic services.

b. Organization. See figure 11-4.

c. Normal Assignment. To Headquarters, Support Brigade generally on the basis of two per support brigade when supporting four divisions and two per army service area.

d. Capabilities. Headquarters, Support Group at full strength commands and supervises provision of designated direct and general combat service support consisting of supply, maintenance, and field services to 15,000 to 30,000 troops.

Section IV. PERSONNEL AND ADMINISTRATIVE SUPPORT

11-11. General

Personnel and administrative support, utilizing automated data processing equipment is centralized, at the support brigade level to provide services on an area basis for corps, army and FASCOM troops. The Support Brigade Personnel and Administration Battalion is responsible for executing the personnel and administrative policies established by the support brigade and either field army or corps commanders.

11-12. Organization

The Personnel and Administration Battalion, which has a flexible organization, is organized along functional lines and is a subordinate unit of a FASCOM Support Brigade. A type organization is shown on figure 11-5.

11-13. Command Relationships

a. Higher Commands. The Support Brigade, through the Personnel and Administration Battalion and its assigned and attached units, provides personnel, morale and administrative support directly to the following higher headquarters: Field Army, Field Army Support Command, Corps, and Support Brigades. The personnel and administrative policies established by these headquarters are executed in the various commanders' name by elements of the Personnel and Administration Battalion.

b. Lower Commands. The Support Brigade,

through the assigned Personnel and Administration Battalion, which has a flexible organization, provides personnel, morale and administrative support directly to all nondivisional type units assigned or attached to the Corps or Field Army (as appropriate). The Personnel and Administration Battalion provides information on personnel or administrative matters on a scheduled basis, or as requested, to units served. The Personnel and Administration Battalion acts upon personnel and administrative requests received from units assigned to the Field Army or Corps and Support Brigade as prescribed by the policy of the particular headquarters to which the requesting unit is assigned.

11-14. Operational Concepts

The Personnel and Administration Battalion operates the Personnel Service Center of the Support Brigade. It utilizes the automatic data processing equipment of the Support Brigade to maintain personnel and administrative data from which personnel and administrative reports are furnished to all units and headquarters supported by the brigade (less divisions) and higher headquarters. Requests for personnel and/or administrative action on either a unit or individual basis are acted upon by the Personnel and Administration Battalion within the policy of the respective headquarters. Exceptions to the policy on an administrative or personnel matter are directed to the headquarter-

ters establishing the policy for action. The Personnel and Administration Battalion operates a records library for maintenance of all authorized publications and for correspondence and documents created by the units and headquarters located in the supported area. Finance, postal, special services, and band support are provided by elements of the Personnel and Administration Battalion to all supported units on an area basis. The ACofS Personnel, Support Brigade exercises operational control over the Personnel Service Center and units of the Personnel and Administration Battalion except for the finance units. Staff supervision and technical control over finance units is exercised by the ACofS Comptroller. The headquarters of the Personnel and Administration Battalion is responsible for the detailed plans and operations based upon Support Brigade policy, for the execution of personnel and administrative support of the supported area. Liaison is established by the Personnel and Administration Battalion between all major headquarters being supported to facilitate communication regarding personnel and administrative policy. The Personnel and Administration Battalion assumes the role of the Personnel Command, TASCOM, when operating as a part of a Corps Support Command (COSCOM) for independent corps operation.

a. Personnel Management and Action. A command personnel record is maintained in magnetic form for each individual assigned to non-divisional units in the support brigade area of responsibility. Personnel information contained on the command record is furnished to the units being supported. Summarized personnel strength and status information for local personnel management action and for determining priority of assignment of replacements is furnished to subordinate units as required. Companies report an individual's status change directly to the Personnel Service Company of the Personnel and Administration Battalion for updating of the command personnel record. The Personnel Service Company transmits or causes to be transmitted necessary changes to the TASCOM Personnel and Administration Center (PAC), to update the administrative record. Battalions and separate companies, whether assigned as corps or support brigade troop units, process personnel management actions such as

requests for reclassification in military occupational specialties, reassignment and appointments, and personnel actions such as administrative boards, separations or releases and recommendations for awards, directly to the Support Brigade Personnel Service Company for action. The Support Brigade Personnel Service Company takes action based upon personnel policies established by the supported headquarters.

b. Personnel Replacement. Unit and individual replacements are assigned to units throughout the theater by the TASCOM Personnel and Administration Center (PAC), Personnel Command, based upon theater army policy. The Support Brigade Personnel and Administration Battalion by means of assigned Replacement Regulating Detachments, assists replacements upon arrival in the area until the unit of assignment is reached. Replacements remain under the control of the theater army commander until arrival at the designated unit of assignment. The Replacement Regulating Detachments provide encampment and messing facilities, if required, for unit and individual replacements. The Replacement Regulating Detachments report status of replacements through the Personnel Service Center, Support Brigade to the PAC, Personnel Command. Replacement Regulating Detachments receive personnel returned to duty from medical and military police facilities and request assignment instructions from the PAC. The detachments coordinate with a designated transportation movement element of the Support Brigade for transportation of the replacements to the unit of assignment. Personnel rotating from the support brigade area are processed by The Replacement Regulating Detachments for rearward movement.

c. Administrative Services. Reproduction and publications control, records disposition and forms management functions are centrally monitored for the support brigade area by the Personnel and Administration Battalion. A central records library is established for the storage, retrieval, disposition, and destruction of all unclassified documents (correspondence, records, reports, and publications), that have a retention period greater than 30 days, and generated by units located in the support brigade area. All documents are maintained on compu-

ter/random access magnetic storage or on microfilm. Units or individuals request information or copies of documents from the library via organic communications.

d. Printing and Publications. Field printing units will not exist in a theater of operations. Printing requirements will be accomplished in the Continental United States (CONUS). Reproduction of documents is accomplished in a theater of operations either with organic unit reproduction equipment or by reproduction equipment available to the Support Brigade Personnel and Administration Battalion. DA, DOD, and other Army-wide publications and blank forms are furnished to the units directly from CONUS using postal facilities and are supplied on a predesignated scheduled basis.

e. Post Services. Postal service is provided to units in the support brigade area by Army Post Offices (APO) of the Personnel and Administration Battalion. APO's are established by the Personnel and Administration Battalion to service units located in specific geographic areas. Bulk mail is received from and dispatched to mail terminals served by mail teams of the Postal Company (GS), Personnel Command. Supported units receive and dispatch mail at the APO. Undeliverable mail is dispatched to the PAC, Personnel Command, TASCOC, for locator service.

f. Special Services. Rest areas, when established, are operated by Special Services Detachments of the Support Brigade Personnel and Administration Battalion. These areas provide rest and relaxation facilities for units located in the support brigade area. Paperback book kits and art and craft kits are furnished to units on a scheduled basis directly from CONUS. Athletic equipment is available to units and is supplied on a scheduled basis. Athletic events are scheduled by units as conditions permit.

g. Band. A band is assigned to the Personnel and Administration Battalion for use by the major commands supported.

h. Finance Services include—

- (1) Preparing and submitting prescribed financial reports.
- (2) Computing and disbursing pay and

allowances for U. S., local hire, civilian, and prisoner of war personnel.

- (3) Processing, computing, and paying travel allowances to U. S. personnel and foreign nationals.
- (4) Processing and paying commercial accounts.
- (5) Establishing, controlling, and funding Forward Service Teams and Class B Agent Officers.
- (6) Providing foreign currency to authorized personnel in exchange for U. S. dollars and/or military payment certificates.
- (7) Funding imprest fund cashiers.
- (8) Providing finance support to dependents under emergency conditions.
- (9) Providing technical guidance and assistance to serviced units. The finance services provided by Finance Direct Support Companies are generally those involved in receipt, disbursement and maintenance of cash accounts for public funds. Appropriation accounting is performed by the Finance General Support Agency, Personnel, Command, TASCOC.

11-15. Organizations and Capabilities

a. Headquarters and Headquarters Detachment (HHD) Personnel and Administration Battalion, TOE 12-66 (fig. 11-5), provides command, control, staff planning, coordination, and supervision for assigned and attached units which provide personnel, morale and administrative service support to a support brigade and to nondivisional units (approximately 60,000 troops) being supported by the brigade on the basis of one per support brigade in FASCOM. The detachment is dependent upon the Personnel Service Company for mess and supply.

b. Personnel Service Company, TOE 12-67 (fig. 11-6), provides centralized personnel service support to a support brigade and to nondivisional units being supported by the brigade on a basis of one per support brigade in FASCOM. The Personnel Service Company is assigned to the Personnel and Administration Battalion of the Support Brigade, and provides

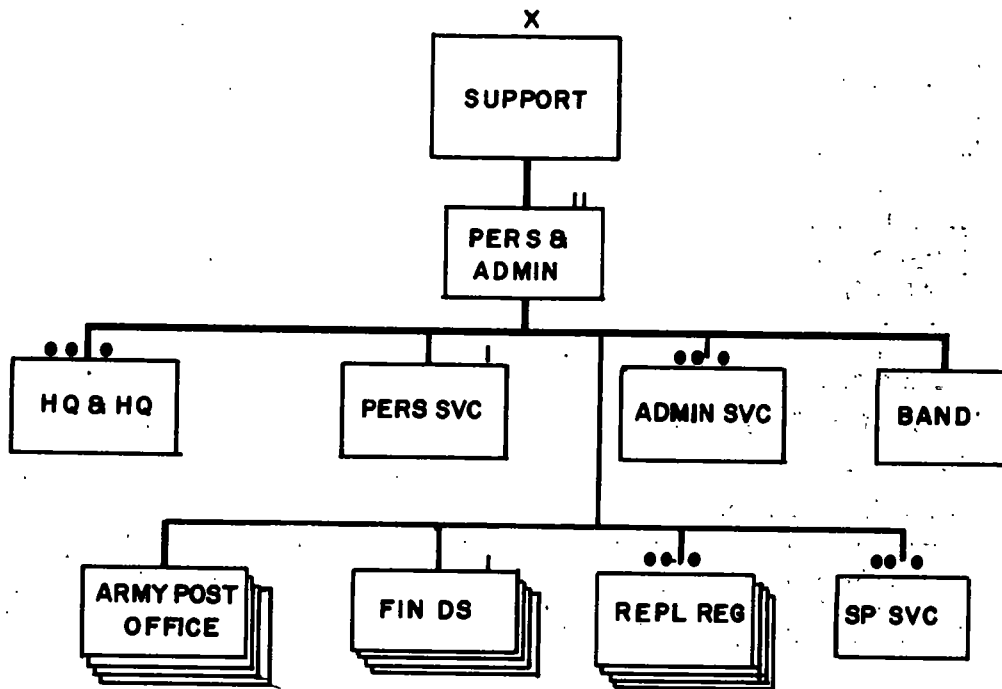


Figure 11-5. A type personnel and administration battalion.

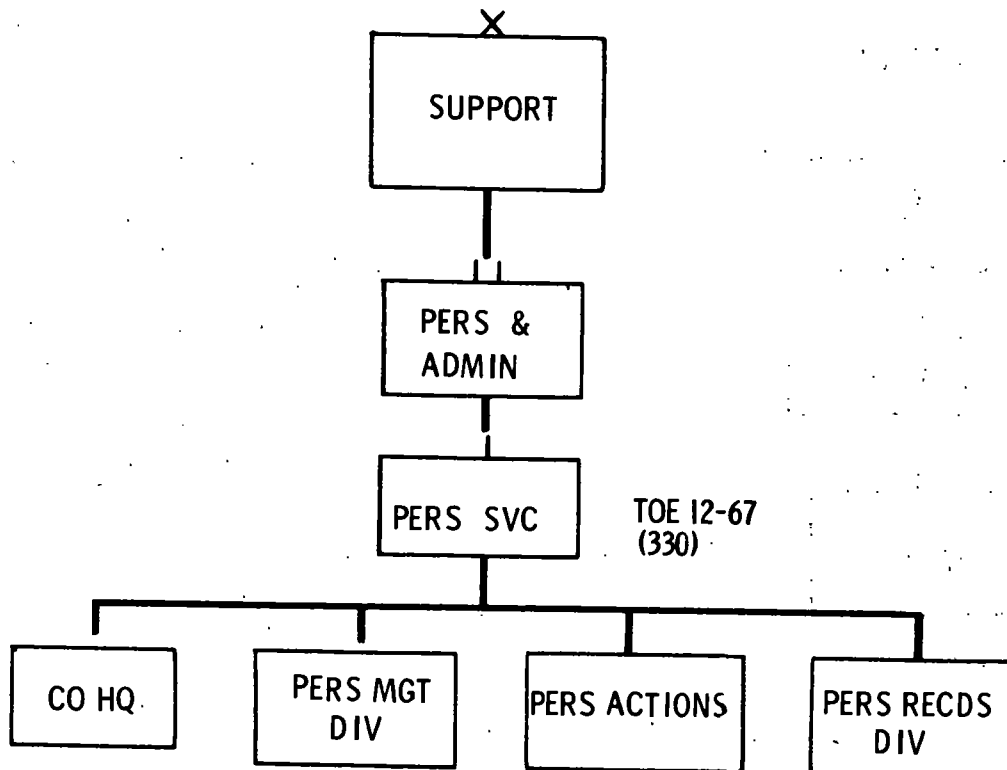


Figure 11-6. Personnel service company.

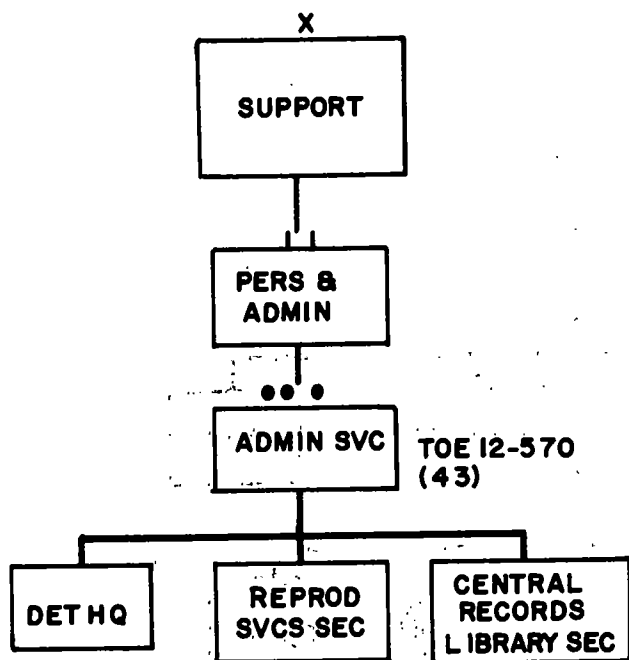


Figure 11-7. Administration services detachment.

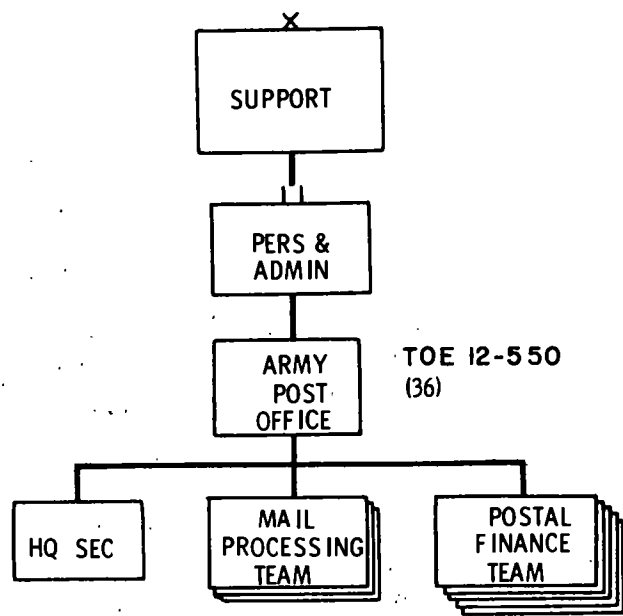


Figure 11-9. Army post office.

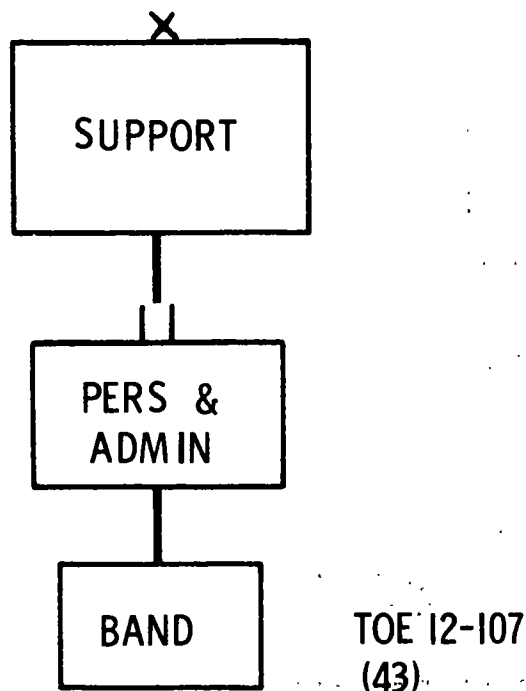


Figure 11-8. Band.

personnel services through the following support functions:

- (1) Maintains and updates, using automatic data processing equipment, all

individual command personnel records for units supported.

- (2) Prepares personnel status and strength reports for higher, lower, and parallel headquarters from personnel information contained on the command personnel record.
- (3) Acts upon requests for reassignment, reclassification, and appointments based upon the policy of the headquarters to which the unit or individual is assigned.
- (4) Recommends personnel management action to the various commanders in the areas of assignment and utilization of manpower.
- (5) Performs personnel actions such as separations, personal affairs, and awards based upon the policy of the headquarters to which the individual is assigned.
- (6) Provides single source for production of special orders.

c. Administrative Service Detachment TOE 12-570, (fig. 11-7), provides centralized administrative support to a support brigade and to nondivisional units being supported by the brigade on a basis of one per support brigade in

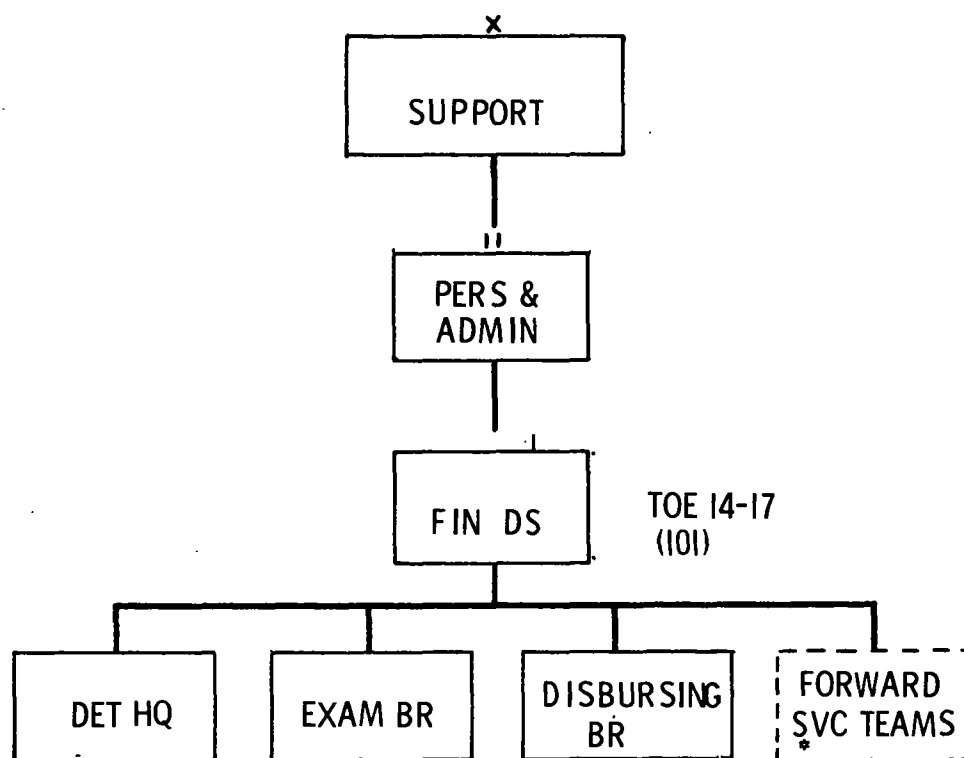
FASCOM. The Administrative Service Detachment is assigned to the Personnel and Administration Battalion and provides administrative services to units through the following support functions:

- (1) Maintains in the servicing computer's random access magnetic storage or on microfilm of publications and records produced or required by units in the area being supported and provides a "hard copy" retrieval capability.
- (2) Provides centralized automated means for monitoring the functions of records management, to include forms, management, and files disposition.
- (3) Provides volume reproduction services to supported units when the page quantity exceeds the capacity of reproduction equipment or personnel within the requesting unit.
- (4) The Administrative Service Detachment

ment is attached to a Personnel Services Company for mess and maintenance.

d. Band, TOE 12-107 (fig. 11-8), provides band music for military ceremonies and special services activities conducted within the support brigade supported area on the basis of one per corps support brigade. The band is capable of providing band music on an area basis for major headquarters with a total troop strength of approximately 60,000. The band is assigned to the Personnel and Administration Battalion, Support Brigade, and must be attached to a unit for mess, maintenance, and transportation.

e. Army Post Office (composed of teams from TOE 12-550, Postal Service Company) (fig. 11-9), provides postal services on a basis of one APO per 15,000 personnel served. Postal services, such as letter mail, packages, stamps, and postal money order service, is provided on



* Formed from personnel assigned to the Exam and Disbursing Branch, when required.

Figure 11-10. Finance direct support company.

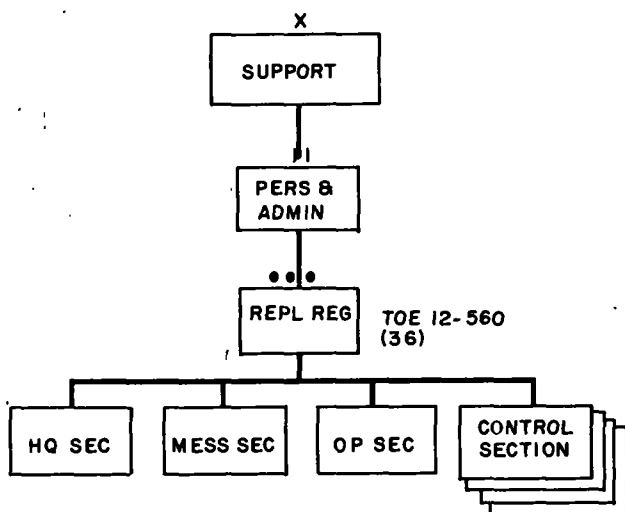


Figure 11-11. Replacement regulating detachment.

an area basis to individuals and units. The Army Post Office establishes teams throughout the area in troop concentrations to provide convenient postal service to units and individuals. The Army Post Office is assigned to the Personnel and Administration Battalion. The postal teams must be attached to a supported unit for mess, maintenance, and transportation.

f. Finance Direct Support Companies, TOE 14-17 (fig. 11-10), provide financial services on the basis of one company per 15,000 nondivisional personnel served. Finance service, is provided on an area basis to individuals and units. The Finance Direct Support Company can furnish forward service teams to troop concentrations within the supported area to provide more responsive financial service. The Finance Direct Support Company is assigned to the Personnel and Administration Battalion, which is a carrier unit only. The company and/or forward service teams, when employed will be attached to a unit for mess, maintenance, transportation, and administration.

g. Replacement Regulating Detachment (composed of team from TOE 12-560, Replacement Regulating Company) (fig. 11-11), provides control of and encampment and messing facilities for individuals and unit replacements including theater-generated replacements and

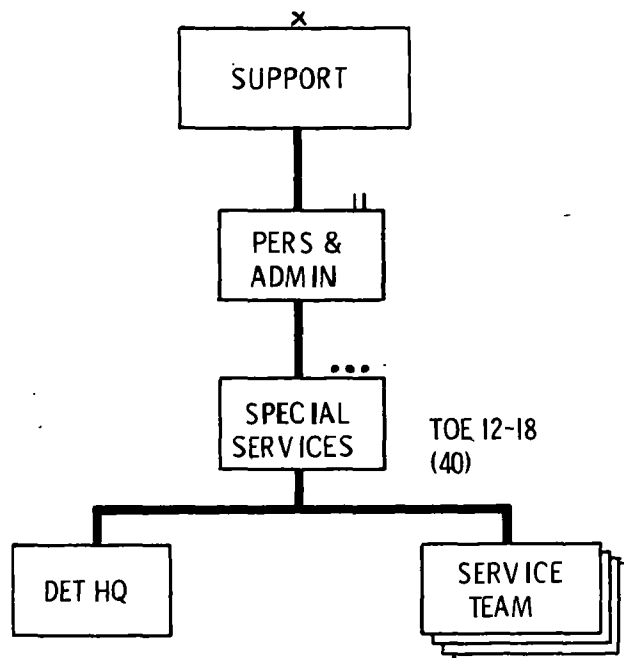


Figure 11-12. Special services detachment.

to personnel rotating from the theater. The basis of assignment is one detachment per 15,000 personnel served in a geographical area. The Replacement Regulating Detachment is established in an assigned area for handling either individual replacements, unit replacements, personnel returned to duty within the theater or personnel rotating from the theater. Replacement Regulating Detachments are assigned to the Personnel and Administration Battalion.

h. Special Services Detachment, TOE 12-18 (fig. 11-12), provides rest areas for supported unit's rest and relaxation on a basis of one detachment per 60,000 personnel served. A rest area can provide facilities for the rest and relaxation of (units not exceeding) 750 personnel at any given time. The Special Services Detachment is assigned to the Personnel and Administration Battalion and commands rest areas. Other units must support the detachment to provide the following additional support: chaplain, finance, postal, exchange, bath, and medical.

Section V. MAINTENANCE SERVICES

11-16. General

a. Maintenance support within the FASCOM is provided by maintenance units assigned or attached to corps and army support brigades. The present organization for maintenance within the combat divisions, as modified by the ROAD division evaluation study, will reflect the operational concept for divisional type maintenance service during the TASTA-70 time frame.

b. Maintenance support (less medical, cryptographic, airdrop equipment, clothing, footwear, and light textiles, and class V ammunition items) in the FASCOM is accomplished by direct and general support maintenance battalions. These battalions are assigned to support groups under the corps support brigades and the army support brigades as required. (See fig. 11-13.) The support group replaces both the direct support group and the general support group found under the COSTAR organization. All direct support maintenance battalions provide functionalized maintenance support to the users. When located in the corps support brigade, general support battalions provide maintenance support for aircraft. General support maintenance for aircraft located in the army service area is provided by aircraft general support maintenance battalions.

11-17. Direct Support Maintenance

a. Maintenance support is predicated on the concept of exchange of serviceable for unserviceable components at DS level. DS maintenance units will concentrate on component replacement and return of major end items to user. Unserviceable components, removed at DS level, will be reported to the maintenance management center (MMC) at support brigade and evacuated to GS units as directed. GS maintenance units will repair and return the repaired components to supply.

b. Elements of the direct support maintenance battalions serve as the source of customer supply for organizational type repair parts. Recoverable type repair parts as established by applicable regulations will be furnished to the customer on a direct exchange (DX) basis. Repair parts and direct exchange

items will be furnished insofar as practicable on a unit distribution basis. Deadline and/or emergency type requests will be filled on an individual basis, immediately upon receipt by the most expeditious means. The maintenance battalion headquarters will not be directly involved in repair parts channels. Requests for repair parts will be initiated by all maintenance direct and general support units directly upon the support brigade stock control center (SCC). Repair parts will be supplied directly to the supported DS or GS unit by the supporting GS repair parts supply company. Each maintenance unit of the direct support maintenance battalion except the direct support aircraft maintenance company will maintain a maintenance float of combat critical end items of equipment. Policies for the control of the maintenance float will be established by theater army. The maintenance float will not be used as a supply source but will be used to insure that users are not deprived of end items awaiting direct support maintenance over an excessive period of time. End items beyond the repair capabilities at the direct support level for any reason will be turned in to direct support maintenance unit by the using unit and a replacement requisitioned by the using unit supply channels. Equipment beyond the repair capability or repair time limits of the direct support light maintenance companies will be evacuated to the direct support battalions main support company. Equipment beyond the repair capability of the main support company and the aircraft direct support company will be reported to the maintenance management center (MMC), support brigade, and evacuated to designated general support units as directed.

11-18. General Support Maintenance

The general support maintenance battalion(s) assigned to the corps and army support brigades provide general support level maintenance service and backup maintenance support to combat divisions and nondivisional direct support maintenance units. The maintenance mission of the general support battalions is oriented toward repair and/or overhaul of major components of large end items such as tanks, construction equipment, and materiel

handling equipment, as well as the repair or overhaul of smaller type end items such as small arms, instruments, power generators, portable flame throwers, and mine detectors, for return to supply channels. As an exception, and as the component repair or overhaul workload will permit, large type end items may receive overhaul at the general support level when such items are combat essential and critical to support operations. General support units will normally employ production line techniques whenever possible. To facilitate this practice centralizing repair of selected components in specific units will be required and repair programs controlled by maintenance management centers. The general support units will only maintain shop stocks of repair parts for work programs.

11-19. Maintenance Management

a. Maintenance management detachments are assigned to Headquarters, FASCOM and each support brigade. The ACofS, Maintenance, of each headquarters exercises operational control over the detachment and, together with assigned headquarters personnel and utilizing ADPE equipment of the headquarters, form a maintenance management center. Maintenance management centers will be organized at each major echelon of the field army to supervise the technical mission within their areas of responsibility. They will coordinate repair priorities with stock or inventory control centers and report unserviceable assets to the supply centers. Repaired end items and components will be turned in to supply units and/or depots as directed by stock or inventory control centers, returned to users, placed on maintenance floats, or placed in direct exchange stocks. The procedures established by these sections will insure that the data collected which highlights maintenance operational and repair parts support problems is analyzed and used to improve maintenance operations and equipment readiness.

b. Maintenance and materiel status data will be collected and analyzed to provide management for the various functions of maintenance. The summary data will be used by the maintenance managers, supervisors, commanders, and staff elements. The goal is to provide a significant management tool upon which to base decisions and to provide information on the

status of maintenance. Also, it will provide a means for the efficient and economical management of the maintenance effort, to include the provision of a determination factor for use in forecasting maintenance requirements and the status of materiel readiness. The general categories of data requirements are—

- (1) *Current.* These include density, status, and factor data which are permanent but updated periodically, e.g., MWO control and EIR summaries.
- (2) *Historical.* These include performance type data which indicate the past maintenance accomplishments and repair parts usage.
- (3) *Operational.* These include control type data used in the management operations such as control of workload, scheduling, productivity, inspection, calibration, and quality control.

c. Maintenance management centers are collocated with ADP installations at support brigades and FASCOM. These centers will process data and furnish information to the next higher echelon as required. In addition, information in the form of machine printouts will also be furnished to subordinate commands down to direct and general support echelons.

d. The field army support command (FASCOM) maintenance management center will be responsible for maintenance management for the field army. Automatic data processing equipment will be employed for the input from corps and army support brigades and output to the theater army support command.

e. Corps and army support brigades maintenance management centers will be responsible for maintenance management for direct and general combat service support echelon assigned to their area of responsibility. Support brigade automatic data processing equipment will be employed for the input from direct and general support echelons and output to the field army support command (FASCOM). This echelon will furnish printouts to support group headquarters as required for the effective management of their respective maintenance mission.

f. Direct and general support echelons will be the collection agencies for maintenance data

within the field army. Here, all information data is assembled and weighed to ascertain what action is required at their level to satisfactorily complete the maintenance effort. Data collected and analyzed should be oriented towards the "management by exception" concept.

11-20. Organization and Capabilities

a. Direct Support Maintenance Battalions (fig. 11-14).

- (1) The maintenance support unit assigned to the direct support maintenance battalions are similar in organizational structure to the maintenance support units found in the ROAD division. Each battalion normally contains a headquarters and headquarters detachment, a main support company, two direct support light maintenance companies, and a direct support aircraft maintenance company. Additional units may be assigned depending on mission. The direct support maintenance battalion, or elements thereof, may be used to replace like type elements, within a divisional maintenance battalion. Direct support light maintenance companies will normally be attached in numbers required to accomplish the mission in support of the force it supports.
- (2) Headquarters and Headquarters Detachment, Maintenance Battalion, TOE 29-136, (fig. 11-15), exercises command and control of all combat service support units attached or assigned to the battalion. The maintenance battalion headquarters is a managing and controlling agency, responsible for furnishing direct support maintenance and repair parts to non-divisional units within its area of responsibility. The battalion is a major subordinate element of the corps support group and is capable of command, control, and supervision of technical operation of from three to seven direct support maintenance companies.
- (3) Main Support Company, TOE 29-208, (fig. 11-16), provides direct support backup maintenance to the light main-

tenance companies of the battalion and direct support to users for heavy equipment. The company is normally assigned on the basis of one per direct support maintenance battalion, corps support group. The company maintains shop stock of repair parts for its operation and provides organizational repair parts to users, it supports. Recoverable repair parts are furnished on a direct exchange (DX) basis. The company provides assistance for evacuation of heavy end items of materiel. It also maintains a maintenance float of selected end items. The main support company usually performs its mission at one central location while the light maintenance companies concentrate on use of mobile maintenance teams operating "on site" of supported units. Components repaired by the main support company are treated as "direct exchange items" and will normally be returned to direct exchange stock of the company.

- (4) Direct Support Light Maintenance Company, TOE 29-207, (fig. 11-17), provides direct support maintenance, limited evacuation and maintenance supply support for nondivisional units in the field army area. The mission does not include support of cryptographic, air delivery equipment, or equipment maintained by the medical depot and ammunition groups of the FASCOM. The company is a subordinate element of the direct support maintenance battalion of the army and corps support group. Normally there are two light maintenance companies assigned each battalion. The light maintenance company consists of a company headquarters, a shop office, or supply section, a service and evacuation section and a maintenance platoon. The company operates a small direct exchange stock of selected items of repair parts. The company provides for the receipt, storage and issue of repair parts for operation of its own shops and repair for issue to sup-

ported units for organizational maintenance functions.

- (5) Direct Support Aircraft Maintenance Company, TOE 55-457, (fig. 11-18), provides direct support maintenance, maintenance supply support and field army recovery service for aircraft, avionics and aerial weapons organic to nondivisional units in the field army. The company is normally assigned to the field army and attached to a direct support maintenance battalion. At full strength, the unit is capable of providing approximately 21,600 manhours per month of direct support aircraft maintenance. It maintains a 2 to 15 day level of repair parts for aircraft, avionics, and aerial weapons and provides repair parts support to organizational maintenance elements of aircraft operating units. The company operates on an area basis with as much repair being accomplished on-site as practicable. The three direct support platoons of the company enable it to perform on-site repairs for three aviation operating units concurrently. Repairs which cannot be made on-site are accomplished by the shop platoon at the company base of operations or, when appropriate, the materiel requiring repair is evacuated to the supporting aircraft general support maintenance companies. The aircraft direct support maintenance company is allocated on a basis of one per 21,600 manhours per month of required direct support aircraft maintenance. This basis of allocation normally leads to the attachment of one of these companies to each of the direct support maintenance battalions of support groups in the corps and army rear support brigades.

b. General Support Maintenance Battalions (fig. 11-19).

- (1) The general support maintenance battalions assigned to the corps and army support groups are tailored to provide maintenance support depending on the types of units and equipment to be

supported in the area. Because the requirements are different, the organization of the battalions is also different. In the corps area two support battalions of mixed, functionalized maintenance support units are assigned each corps support group. The general support maintenance battalions in the corps support brigade consist of the following type units:

- (a) General Support Light Equipment Maintenance Company.
 - (b) General Support Heavy Equipment Maintenance Company.
 - (c) General Support Collection and Classification Company.
 - (d) General Support Aircraft Maintenance Company.
- (2) Headquarters and Headquarters Detachment (fig. 11-20), Maintenance Battalion, TOE 29-136, is responsible for command, tactical, administrative, and technical supervision of attached or assigned subordinate units. The basic mission is to use and control personnel, materiel, time, and facilities for the accomplishment of the assigned general support mission in accordance with directives and policies of higher headquarters. The battalion is a major subordinate element of the corps and army support groups. The battalion headquarters is capable of command, control, and supervision of technical operations of from four to eight general support maintenance companies.
 - (3) General Support Light Equipment Maintenance Company, TOE 29-134, (fig. 11-21), provides general support maintenance for light end items and components thereof to include chemical, engineer, quartermaster, and signal equipment. The company is normally attached to the general support maintenance battalion, on the basis of one per corps support group or two per army support group. The company has the capability to provide general support maintenance on—
 - (a) Chemical equipment (except vehicle mounted).

- (b) Power generators, electronic devices, and instruments.
 - (c) Quartermaster items such as, office machines, sewing machines, ranges, and heating units.
 - (d) Signal items of radio, teletypewriter, and electronics equipment to include avionics. Major overhaul of end items is not contemplated in the combat zone. Repairs will be in accordance with the IROAN concept. Items repaired by this unit in the general support role are normally considered as supply items and returned to army and corps stocks.
- (4) General Support Heavy Equipment Maintenance Company, TOE 29-137, (fig. 11-22), provides general support maintenance for components of wheeled and tracked vehicles, artillery, heavy construction equipment, heavy quartermaster equipment, or vehicle mounted chemical equipment and end items in these categories, when required. In addition, the unit provides general support maintenance for small arms, instruments and fire control equipment. It also performs general support maintenance on reserve stocks of end items supported and provides overflow and backup maintenance support of items beyond the capacity of direct support maintenance units. The heavy equipment maintenance companies are attached to the general support maintenance battalions of the corps and army support groups, normally on the basis of one company per support battalion as required to support the density of equipment. The major elements of the unit organization are a company headquarters, operations section, supply, service, and evacuation platoon, armament maintenance platoon, and two automotive maintenance platoons. The bulk of the workload within the company normally is concentrated on automotive, combat construction equipment, armament and/or components which require overhaul. The company workload will normally be received from the direct support elements and collection and classification elements of the corps support brigade as programmed and planned by the maintenance management center of the corps and army support brigades.
- (5) General Support Aircraft Maintenance Company, TOE 55-458, (fig. 11-23), provides general support maintenance for aircraft and aircraft armament and backup direct support maintenance for aircraft, avionics, and aircraft armament for divisional and non-divisional direct support aircraft maintenance companies in the field army. It is assigned to the field army and attached to general support maintenance battalions in the support groups of corps support brigades and to the general support aircraft maintenance battalions in the support groups in the army support brigade. It is capable of providing approximately 33,000 manhours per month of general support and backup direct support maintenance, including armament general support and armament and avionics backup direct support. It is allocated on the basis of one company per 33,000 manhours per month of required general support and backup direct support aircraft maintenance. This allocation normally leads to the attachment of one company per general support maintenance battalion in the support groups in corps support brigades and three companies per aircraft general support maintenance battalion in the support groups in the army support brigade.
- (6) Collection and Classification Company, TOE 29-138, (fig. 11-24), establishes and operates a collection and classification point for the receipt, inspection segregation, disassembly, preservation, and disposition of serviceable and unserviceable Class II and IV materiel and similar foreign materiel. When materiel is determined to be scrap, it is turned over to the supply and service battalion for disposition as scrap, sale, donation, or destruction. The company

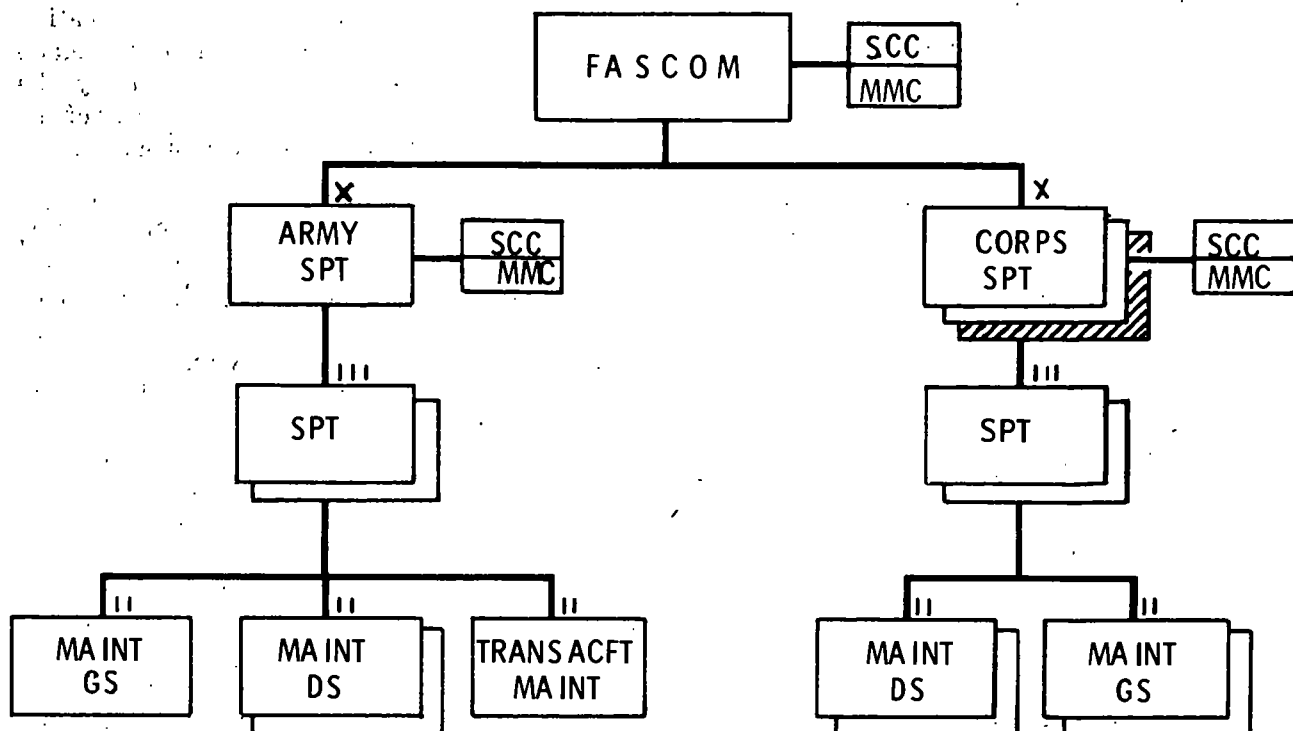


Figure 11-13. "Type" maintenance organization, FASCOM.

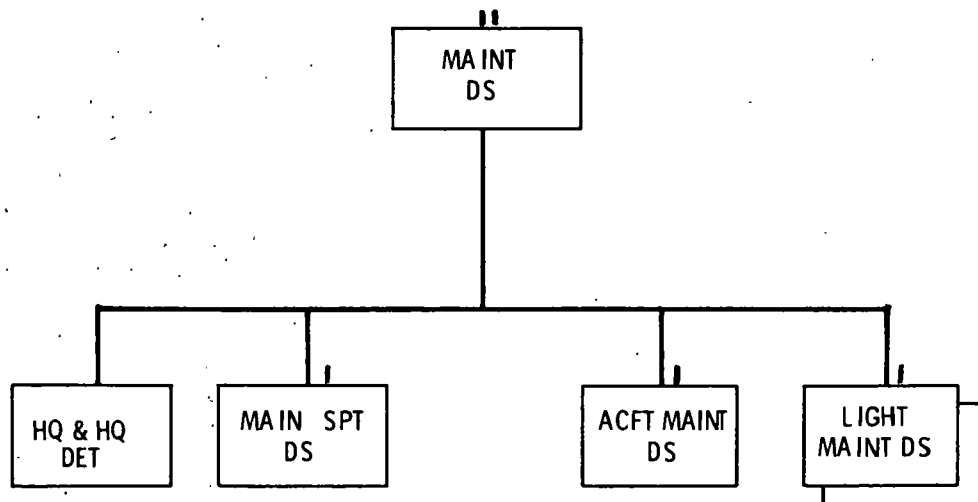


Figure 11-14. Direct support maintenance battalion.

will not handle items of cryptographic materiel, missile systems, and medical materiel. The company is normally assigned on the basis of one per corps and army support brigade and is attached to a general support main-

nance battalion for administration and technical supervision of operations. All disposition of recoverable items and materiel to general support maintenance units for repair or overhaul will be directed by the maintenance man-

agement center of the support brigade. The major elements of the company are a company headquarters, shop office, disassembly platoon, materiel processing platoon, and heavy lift and evacuation platoon. The company has the capability to disassemble end items declared uneconomically repairable and to classify components and assemblies for repair, return to stock, or disposal. It also has the capability to segregate, preserve, package, and pack selected items of materiel for return to supply channels for evacuation or for technical intelligence evaluation. The company can operate a cannibalization point, when authorized by higher headquarters, for items processed by the unit. The company is not designed to perform direct or general support maintenance. The company reports all materiel and its classification to the maintenance management center of the corps support brigade for disposition.

- (7) Tire Repair Company, TOE 9-117 (fig. 11-25), receives, inspects, segregates, classifies, and repairs high density pneumatic tires of selected sizes and all size tubes for return to stock. The company is normally assigned on the basis of one per field army and is attached to one of the support groups of the army support brigade. The company is so organized that one or more of its tire repair platoons may be attached to a general support battalion within the corps or army support group. The major elements of the tire repair company are a company headquarters, operations section, and three tire repair platoons. The company is capable of performing approximately 300 sectional and spot repairs on tires as well as 600 tube repairs daily, operating on a two shift basis, for which the company is designed to do. The bulk of the tires and tubes received by this company for repair will be recovered through the collection and classification company located in the army area. Recovery programs will be di-

rected and coordinated by the corps and army support brigades. The collecting, and classification companies will evacuate those tires which have been segregated and classified for repair within the field army capability, to the tire repair company. Upon completion of repairs the serviceable tires and tubes will be returned to stock as directed by the FASCOM ICC.

- (8) General Support Aircraft Maintenance Battalion. The organization of the battalion is shown in figure 11-26.
- (9) HHD, General Support Aircraft Maintenance Battalion, TOE 55-66, (fig. 11-27), provides command, control staff planning, and administrative and technical supervision of attached aircraft general support maintenance companies. It is capable of commanding and controlling from two to six general support aircraft companies. It is allocated on the basis of one per support group in the army support brigade.
- (10) General Support Aircraft Maintenance Company. This is the same company discussed above as part of the general support maintenance battalion. In the army service area two to four companies are assigned to the aircraft maintenance battalion.
- (11) Maintenance Management Detachment, MTEL 29-403, (fig. 11-28), performs maintenance management on a day-to-day basis for the ACofS, Maintenance. It is responsible for the collection, sorting, and analysis of maintenance data generated by subordinate maintenance elements. The detachment consists of a headquarters, a management branch, and a data branch. It is assigned in FASCOM on the basis of one per FASCOM headquarters and one per support brigade headquarters. When operating at support brigade, the management branch strength is increased to accommodate the increased maintenance management task due to the operating maintenance battalions assigned to the support brigade.

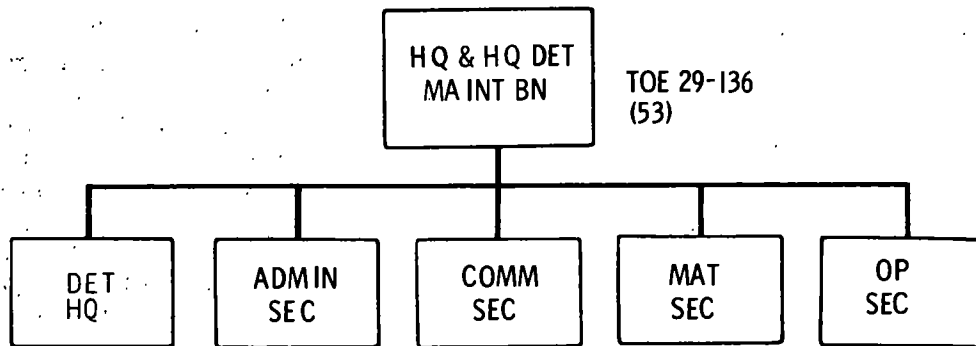


Figure 11-15. HHD, maintenance battalion.

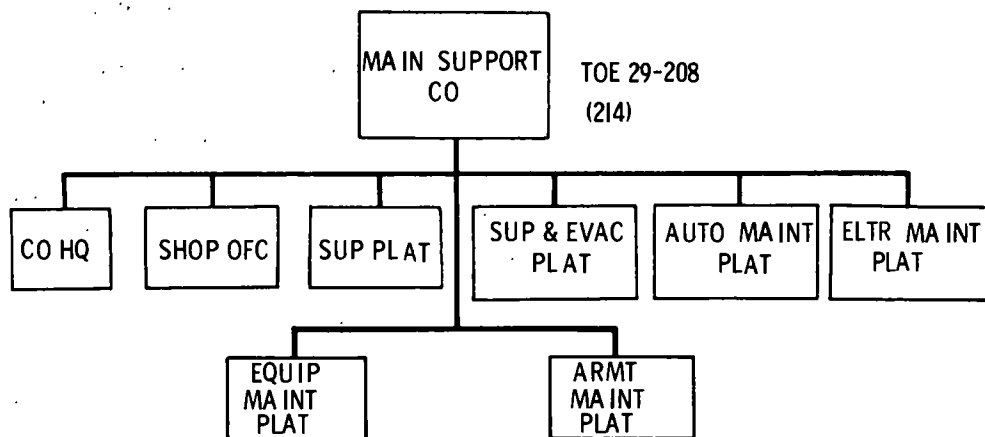


Figure 11-16. Maintenance support company.

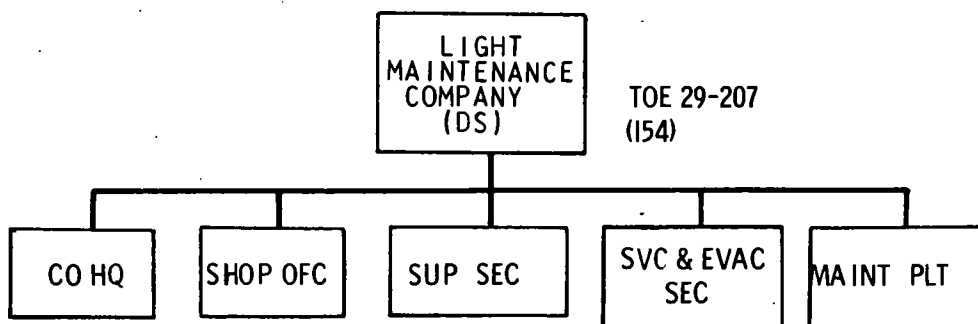


Figure 11-17. Direct support light maintenance company.

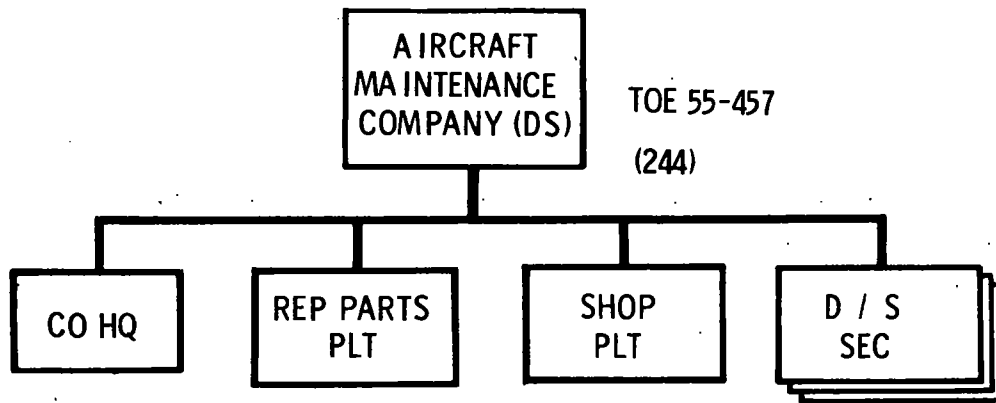


Figure 11-18. Direct support aircraft maintenance company.

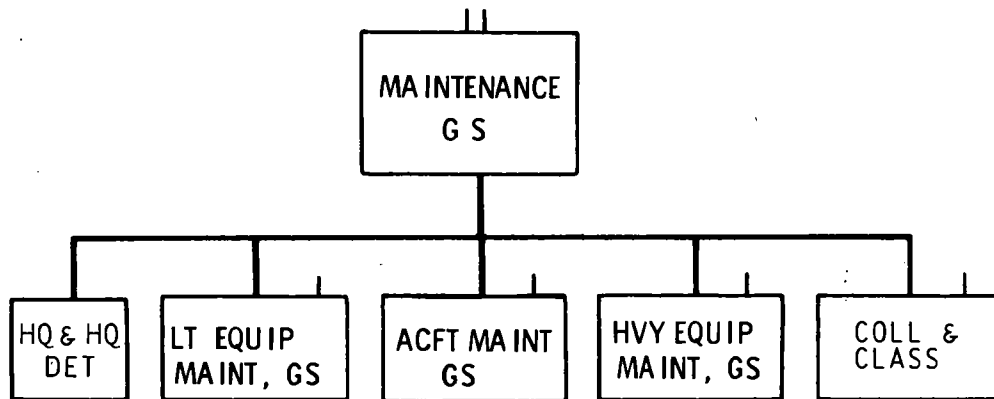


Figure 11-19. General support maintenance battalion.

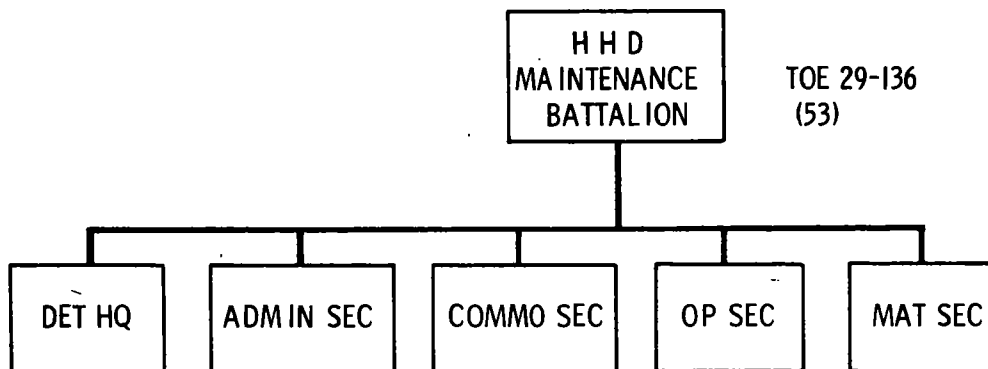


Figure 11-20. HHD, general support maintenance battalion.

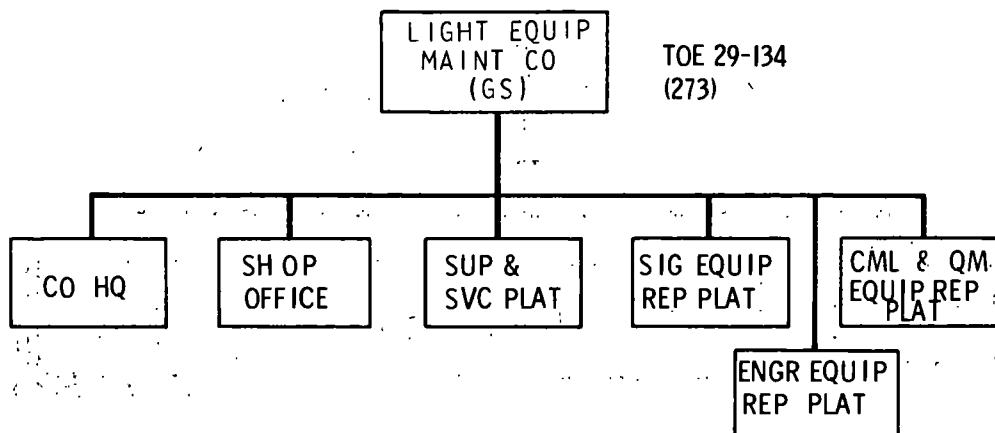


Figure 11-21. General support light equipment maintenance company.

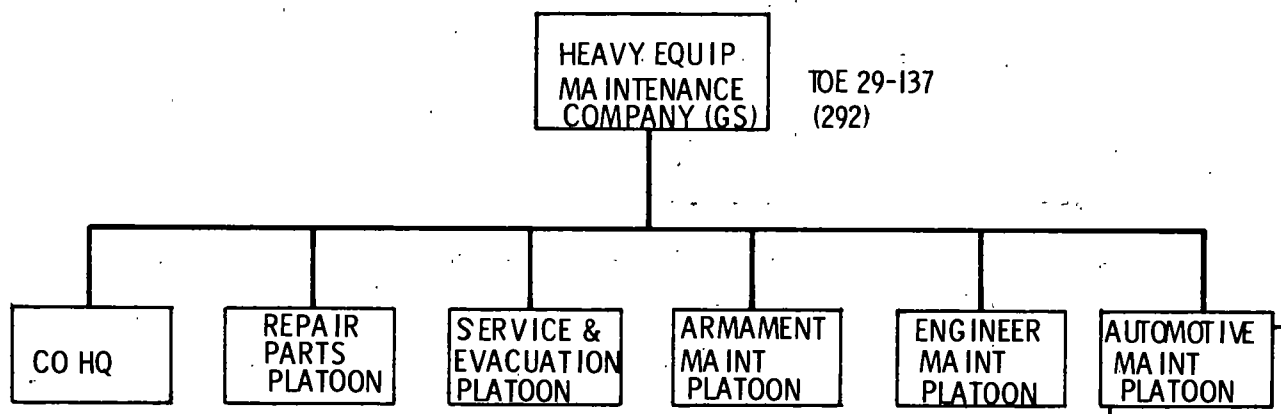


Figure 11-22. General support heavy equipment maintenance company.

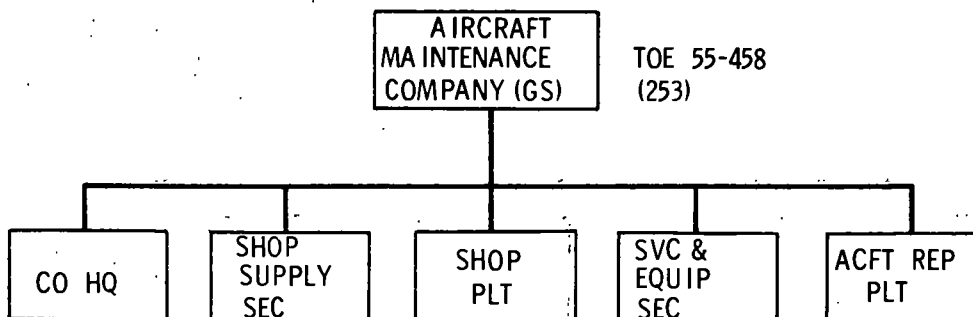


Figure 11-23. General support aircraft maintenance company.

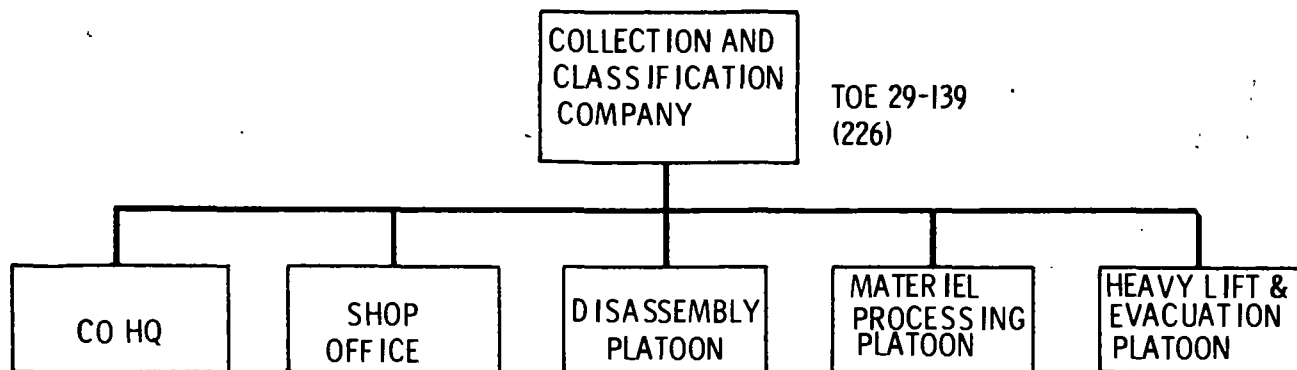


Figure 11-24. Collection and classification company.

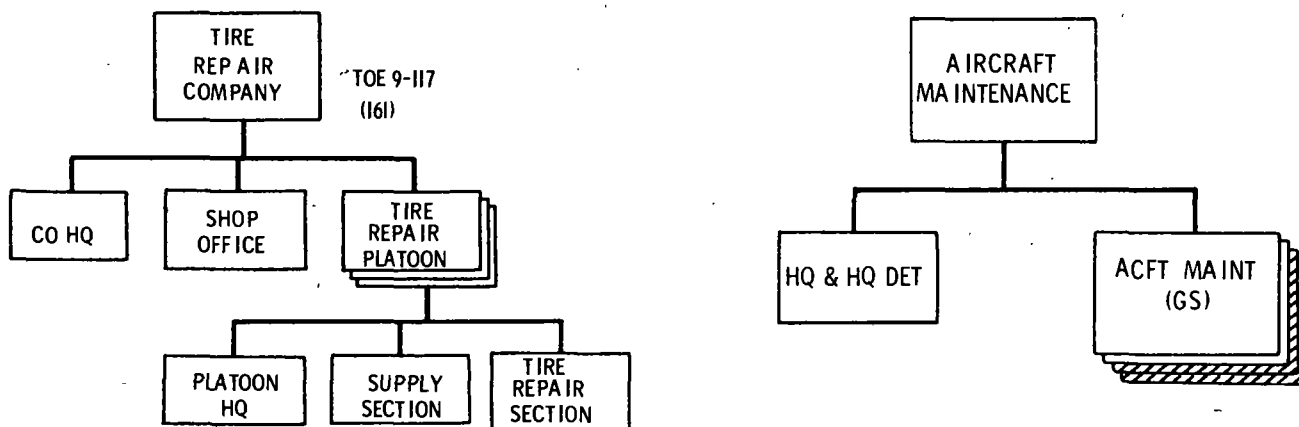


Figure 11-25. Tire repair company.

 Attached as required.

Figure 11-26. General support aircraft maintenance battalion.

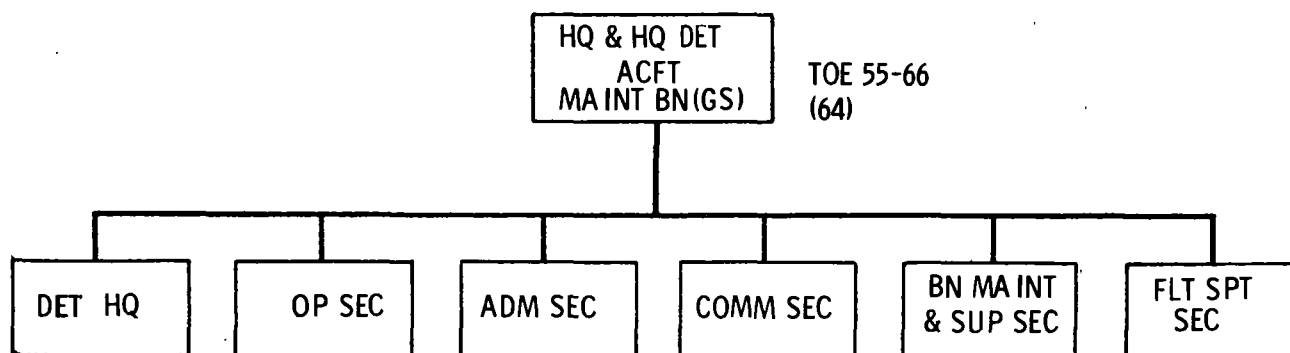


Figure 11-27. HHD, general support aircraft maintenance battalion.

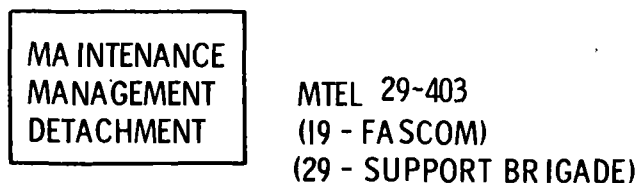


Figure 11-28. Maintenance management detachment.

Section VI. TRANSPORTATION AND MOVEMENTS SERVICES

11-21. General

The transport and movements services in the support brigade provide an area-wide service in support of the supply and replacement distribution mission of the brigade and in support of tactical operations when required. The transport and movements services are responsible for day-to-day management of the transportation resources and road nets of the brigade and for providing long-haul motor transport and local delivery of personnel and cargo. In carrying out their responsibilities, the transport and movement services perform the following:

a. Prepare plans and instructions for the movement of personnel and materiel.

b. Coordinate and consolidate all movement requirements and transport capabilities of the support brigade. This includes the requirement for requesting transport assistance from the FASCOM when movement requirements exceed the capabilities of transport assigned or attached to the support brigade.

c. Implement priorities for movement of personnel and cargo in accordance with the commander's instructions.

d. Determine requirements and develop highway regulating plans and implement the commander's priorities for the use of available road nets to support operations.

e. Provide motor transport for the movement of personnel and materiel as directed by the commander.

11-22. Employment

The transport and movements services in the support brigade are provided, for the most part, by two organizations employed under the staff supervisions of the ACofS, Movements; a movement control detachment and a transportation motor transport battalion.

a. The movement control detachment provides the teams necessary for planning and supervising the use of the available road net and the employment of the transport capability of the motor transport battalion. These teams man the support brigade movement control center (MCC), the brigade highway traffic headquar-

ters, field transportation movements offices (TMO's), and highway regulating points (HRP's).

(1) The field offices (TMO's and HRP's) are located at critical points in the transportation system and along the road network, to serve users of the transportation system and to maintain effective liaison with the other movements activities and, if required, with host- or allied-nation transportation activities. Military Police units will normally be responsible for performing highway regulation activities in the field in conjunction with their traffic control function. Therefore, HRP's will normally be established at locations along a route approaching the last diversion point for vehicles before making delivery to consignees.

(2) The movement control center (MCC) is located in the vicinity of the support brigade headquarters and supports the ACofS, Movements.

(3) The highway traffic headquarters also supports the ACofS, Movements, and is so located that the corps staff has ready access to it.

b. Companies of the motor transport battalion are dispersed throughout the support brigade area. They are located and employed where they can best meet the motor transport requirements of the brigade.

(1) Companies of the motor transport battalion may be attached to supply and service battalions when the battalions have shipments of such regularity of customers and volume to warrant the full-time use of a truck company.

(2) Companies not attached to other units are retained under the operational control of the motor transport battalion. Their capability is committed by the movement control center for the use of all units which have recurring, but not constant, requirements for transport.

11-23. Relationships

a. The motor transport battalion and the

movement control detachment are both subordinate elements of and report to the support brigade commander. However, because of the small number of personnel assigned to the movement control detachment and the dispersion of its teams throughout the support brigade area, the support brigade headquarters commandant provides administrative and support functions of personnel, administration, mess, supply, and unit maintenance of the movement control detachment.

b. The movement control center works closely with the stock control center and with the personnel services center as these agencies, through their supply and replacement actions, initiate most of the requirements for transportation. The MCC coordinates directly with the FASCOM MCC on shipments entering the support brigade area and on retrograde shipments entering the army rear area. The MCC supervises directly the activities of its assigned TMO's.

c. The support brigade highway traffic headquarters works closely with the corps staff, the support brigade staff, the MCC, the support brigade's motor transport battalion, and military police units. Its main function is the planning for the use of and allocating time and road space on the highway net in the support brigade area. The traffic headquarters coordinates with the FASCOM traffic headquarters on highway movements either entering or leaving the support brigade area. Similarly, it coordinates with division traffic headquarters on all movements entering or leaving the division area over controlled routes. The traffic headquarters has direct supervision over the highway regulating point team. It receives appropriate reports from military police traffic control points pertaining to highway regulation.

d. The motor transport battalion has normal command relationships with its attached or assigned truck units. It works closely with the MCC and the highway traffic headquarters of the support brigade in the commitment and routing of the battalion task vehicles.

11-24. Operations

a. *The Movement Control Center.*

(1) Priorities for the movement of sup-

plies are established by the ACofS, Supply based primarily on information received from the supported corps, though from time to time the FASCOM may establish priorities for movement of supplies based on the overall situation in the field army. These priorities are implemented by the ACofS, Movements through the MCC. The movements staff function is extended into the field through transportation movement offices.

- (2) The MCC reviews forecasts of movement requirements from all sources and, based on the commander's priorities, balances the requirement against available transport capability and commits such capability to the requirements. If necessary, the MCC requests transport assistance from the FASCOM.
- (3) Since the support brigade has no organic army air transport capability, the FASCOM may give to the support brigade commitment authority for an aviation medium helicopter company, or part thereof, normally located in the support brigade area. This air transport capability will, like that of the motor transport battalion, be committed by the MCC.
- (4) The support brigade MCC coordinates the receipt of shipments by divisions and units in the support brigade forward areas to insure that the receiving and unloading capabilities of the consignees are not exceeded. For example, a division support command may receive shipments by intratheater Air Force aircraft, COMMZ motor transport, FASCOM air and motor transport, and support brigade motor transport. Short distances and rapid transportation reduce transit times, in many cases, to hours or minutes.
- (5) To cope with the time problems and the diversity of origins, the MCC designates a TMO to be the single point of contact for each shipping or receiving activity and for each mode operating unit within the support bri-

gade for all matters concerning transportation movements.

- (6) The MCC and its subordinate TMO's and HRP's (including TCP's performing highway regulation functions) are essential sources of information in throughput operations. They advise the TASCOC MCC (through movements channels) on the passing and receipt of all TASCOC or FASCOC shipments as well as those which are generated within the support brigade area. This information is essential to maintenance of an intransit shipment file and for preventing shipments to an

activity in excess of the activity's ability to receive and unload.

- (7) The MCC may be directed to establish a combined movements center to coordinate the movement of shipments and use of highways for all movements originating outside of the support brigade area and terminating in or transiting the support brigade area. The combined movement center is also the coordinating point for commitment of TASCOC, FASCOC, other services, or host- or allied-nation transport capability to support brigade movement requirements, either forward or retro-

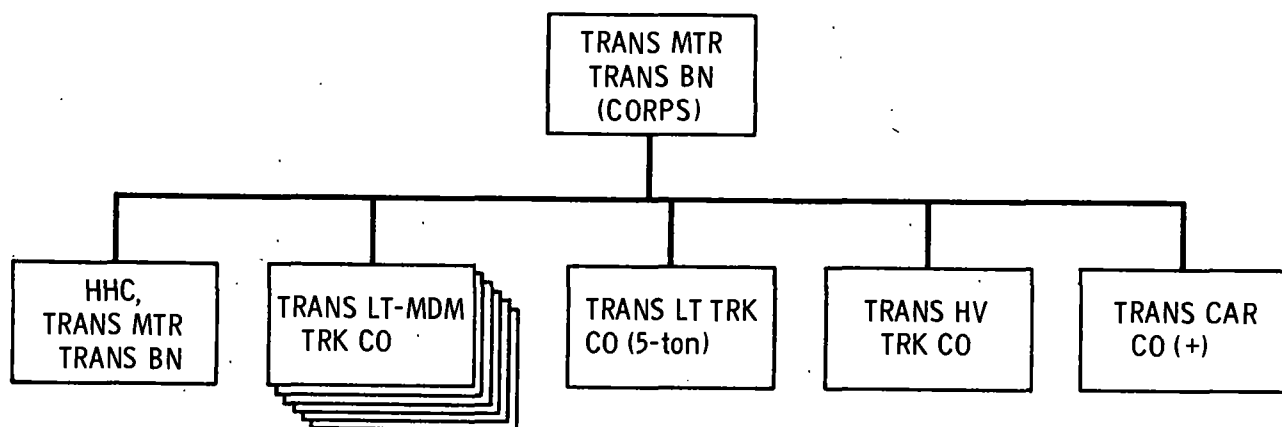


Figure 11-29. Transportation motor transport battalion (spt bde).

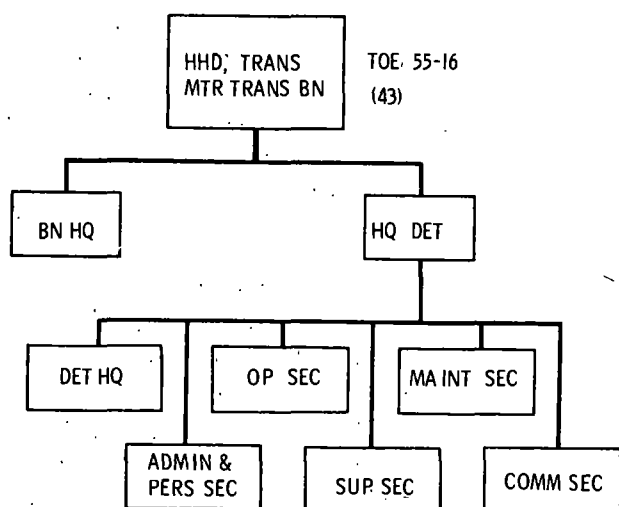


Figure 11-30. HHD, transportation motor transport battalion.

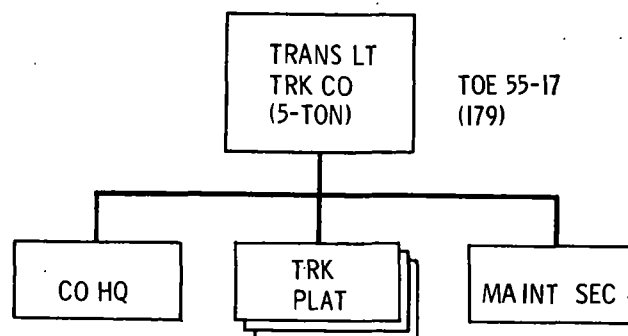


Figure 11-31. Transportation light truck company.

grade. Normal representation in the support brigade combined movements center includes the MCC's and highway traffic offices for the support brigade and the FASCOC and, if

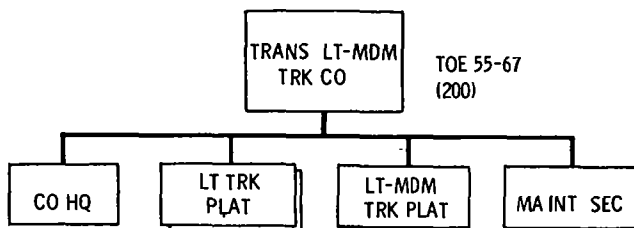


Figure 11-32. Transportation light-medium truck company.

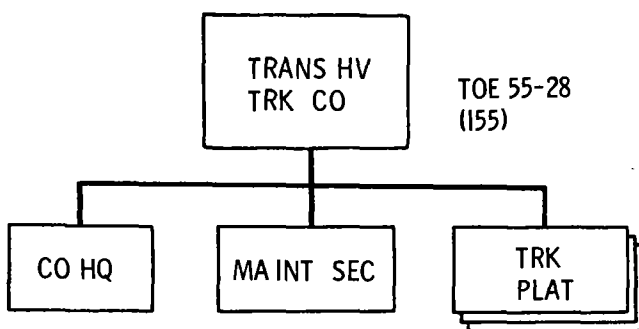
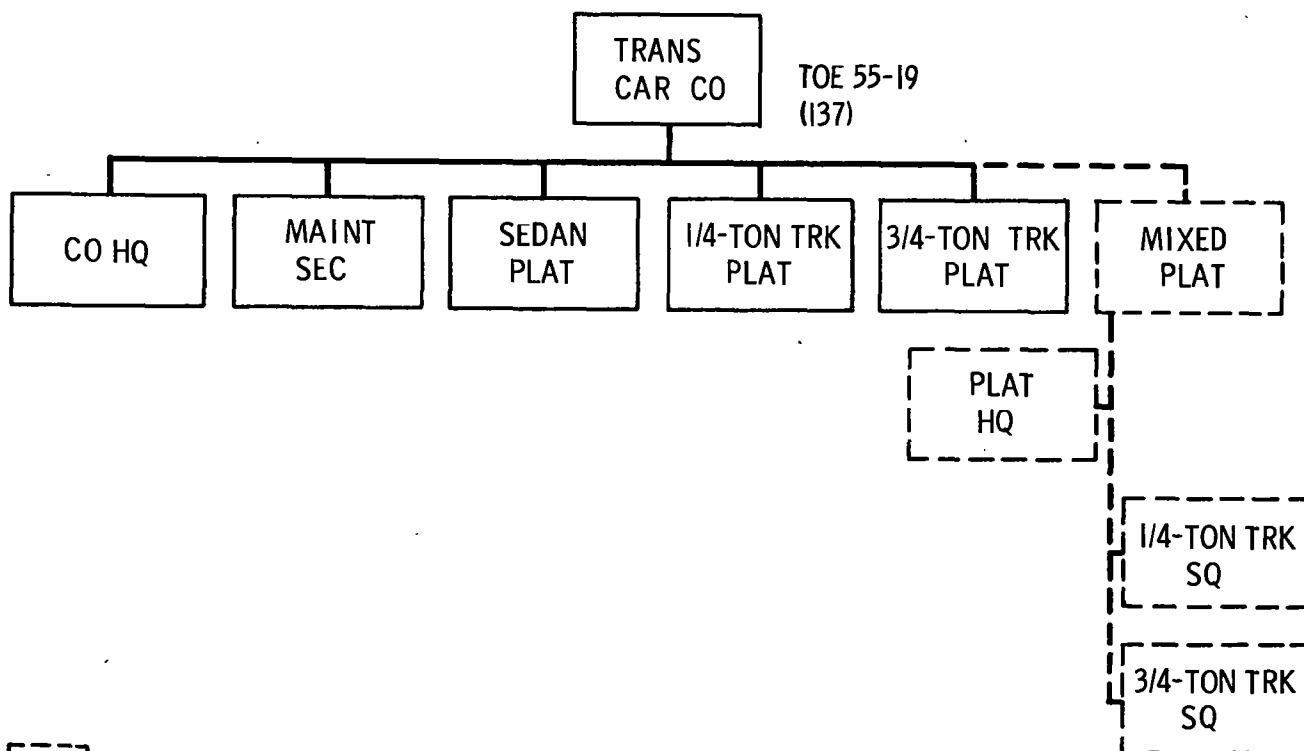


Figure 11-33. Transportation heavy truck company.

applicable, the MCC's and traffic headquarters of contiguous brigades or allied nations. It should be noted that the MCC is the only movements agency concerned with intra-support brigade plans, movement programs, and movements by organic or attached transport. The additional capabilities of a combined movements center aid the support brigade in obtaining inter-command movements and transport capability.

b. *Highway Traffic Headquarters.* Priorities for movement over controlled routes are established by the corps staff. These priorities are implemented by the support brigade ACofS, Movements, through the highway traffic headquarters. The highway traffic headquarters receives requests (proposed itineraries) for highway routings and for schedules of movements from units within its area of jurisdiction. It consolidates itineraries and road movement



 Provided by modification to TOE; not included in total.

Figure 11-34. Transportation car company.

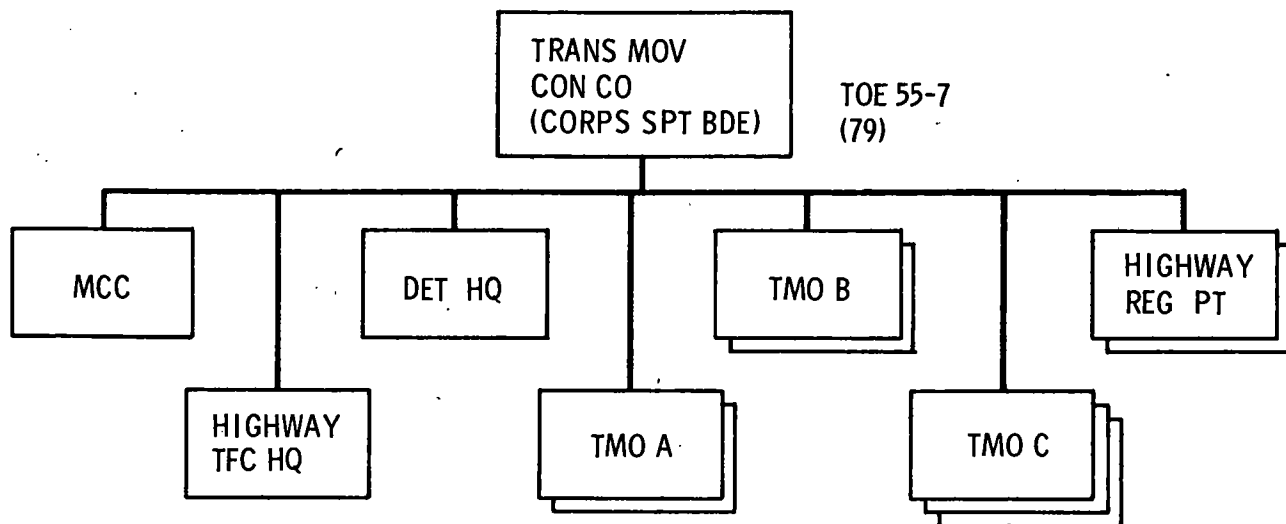


Figure 11-35. Transportation movement control detachment (corps support brigade).

tables, make adjustments as necessary and issues movement instructions. Highway movements entering or transiting the support brigade area and terminating in another area are coordinated through the combined movements center.

c. Motor Transport Battalion. The support brigade motor transport capability is normally employed within the corps and division areas to carry out the support brigade's movements requirements. However, FASCOM may direct employment of a portion of the battalions resources in support of another corps or in inter-corps movements. An example of such employ-

ment would be when supply stocks have to be balanced between corps or when one corps is heavily committed and requires additional motor transport support. In the army service area, motor transport battalions of the transportation brigade provide service to the Army Support Brigade. Requirements for movement of personnel and materiel within the service area or to corps and division destinations are processed through the FASCOM MCC. Attachment and detachment of motor transport companies to motor transport battalions or to support groups is a normal procedure to meet constantly changing requirements for motor transport support.

Section VII. MILITARY POLICE SERVICES

11-25. General

a. Missions and Functions. The military police units are assigned to the Corps Support Brigade's area of responsibility. Military police units are not assigned to the Army Support Brigade. The mission of the military police units assigned to the Corps Support Brigade is to provide general military police support by maintaining a capability to perform the following functions:

- (1) Traffic control.
- (2) Handling prisoners of war and civilian internees.

- (3) Maintenance of discipline, law and order.
- (4) Crime prevention and investigation.
- (5) Confinement of U.S. military prisoners.
- (6) Security of critical and sensitive movements.
- (7) Security of installations, facilities and property.
- (8) Circulation control of individuals.
- (9) Assistance in rear area security and area damage control activities.
- (10) Recruiting, training, organizing, and

employing of indigenous paramilitary and military police personnel.

b. Organizations. The military police organizations that provide military police support to the Corps Support Brigade and other functional units collocated in or assigned to the Corps Support Brigade area are as shown on figure 11-36.

c. Command Relationships. As shown on figure 11-36, the Military Police Battalion, TOE 19-76G, is under the direct command and control of the Corps Support Brigade. The Military Police Physical Security Company, TOE 19-97F, is attached to the Ammunition Battalion DS/GS and operates under its control. The separate Military Police Company, TOE 19-77G, is attached as follows: the company headquarters and two platoons to the corps headquarters and the remaining platoon to the Corps Support Brigade Headquarters.

11-26. Operational Concepts

Military police units provide support as described below:

a. One Military Police Battalion, assigned to the Corps Support Brigade, is normally assigned the same area of responsibility as that of the Corps Support Brigade. In the corps area this battalion normally consists of a Headquarters and Headquarters Detachment, Military Police Battalion and three military police companies, TOE 19-77G, which are assigned specific areas of responsibility. Also, a Military Police Physical Security Company, TOE 19-97F, and a separate Military Police Company, TOE 19-77G, are assigned and then attached as explained in paragraph 1c above. These companies establish patrols and fixed posts throughout the area of responsibility for the purpose of performing area oriented functions, such as traffic control, maintenance of discipline, law and order, criminal investigation, security of selected movements, straggler control, refugee control, assisting in rear area security, and area damage control; and, if available, they employ indigenous paramilitary and military police personnel. In addition to these daily operations, this battalion and its assigned companies provide assistance to the functionally oriented military police units for the move-

ment of prisoners of war, the security of critical installations, and other similar functions whenever the requirements are such that the unit with primary responsibility cannot fulfill their mission. Also, this battalion provides support to the division military police companies whenever additional military police are required to support a special operation or any other emergency situation.

b. Criminal Investigation Detachment, Team LA, TOE 19-500E. This small four-man criminal investigation detachment is habitually assigned to the above military police battalion to provide sufficient personnel for the criminal investigative functional responsibility when this battalion is assigned to the Corps Support Brigade. These investigators are not organic to the TOE of the battalion because the requirement varies with the assignment of the battalion. For example, when the battalion is assigned to the field army service area, the additional investigative load is assumed by a general support criminal investigative detachment which is assigned at military police brigade level. Operationally, this detachment is absorbed into the small organic investigations section of the battalion and operates under the command and control of the battalion commander.

c. Military Police Company, TOE 19-77G. One Separate Military Police Company, TOE 19-77G, is assigned to the Military Police Battalion, Corps Support Brigade. This company provides for headquarters security and general circulation control at both the Corps and Corps Support Brigade Headquarters.

d. Military Police Physical Security Company, TOE 19-97F. One military police physical security company is attached to the Ammunition Battalion DS/GS of the Corps Support Brigade on the basis of one per Special Ammunition Company, General Support for close-in physical security of special ammunition. This company provides this service while the special ammunition is in storage or in transit.

e. New operational considerations. Most of the traditional military police functions are performed in the same manner as before; however, operational systems used by, and the equipment placed in, TASTA units significantly change certain operational systems. The major

changes that should be considered are as follows:

- (1) Traffic control. Traffic control functions that are considered as doctrine today are further expanded to include military police participation in en route inventory, traffic locator, en route diversion and traffic information systems.

- (a) En route inventory and traffic locator system. This system supports the responsibility of movements control centers and traffic headquarters to maintain an en route inventory of selected vehicles or convoys while they are moving throughout the theater of operations. It provides the traffic headquarters with locator information on designated convoys. Certain military police fixed posts such as traffic control posts, checkpoints, and information posts are assigned the additional mission of reporting certain information regarding vehicles and convoys. This provides the MCC with relatively real time locations of vehicles and designated convoys. As each vehicle or convoy passes a designated control point, a preprinted card is handed to the military policeman, who in turn transmits the information to the movements control center via the most rapid communications means available. The actual means depends upon the results of the ADSAF study regarding the use of ADPE for this type activity. Ultimately, the military policeman enters the proper information (vehicle or convoy number, the control point number and the time of passing) on an ADP message entry device or he slides the card into a card reader entry device and the message is transmitted directly to the MCC ADP Center for storage and/or visual display.

- (b) Traffic diversion system. By having a relatively real time location inventory of selected vehicles and con-

voys, en route diversions can be made. Again, via the fastest means of communications available, the MCC sends a diversion order to the next control point that the vehicle or convoy should pass. The military policeman at the control point relays the necessary reroute information and then transmits, to the MCC, a confirmation of the diversion.

- (c) Traffic information system. The need for an automated traffic information system to provide complete route information to any authorized subscriber is obvious. This system, when queried, provides printouts to commanders or other personnel requiring routine information. This printout information can be transferred to a conventional map for working purposes. For example, the printout provides a complete description of the route about which information is desired; and it provides the locations of the nearest maintenance activity, medical dispensary, military police station and supply points along the route. Also, the military police operating radio frequency is made available to each subscriber in the event of an emergency.

- (2) Discipline, law and order. The significant changes in the discipline, law and order operations consist of the application of ADP to the subfunctions law enforcement and confinement activities. These two subfunctions are fully described in the ADSAF study.
- (3) Security. Military police units have increased capabilities to provide movement security to units that cannot secure themselves. Additional machineguns and six armored escort vehicles have been added to the Military Police Company, TOE 19-77G.
- (4) Indigenous paramilitary and military police operations. Military police units, regardless of their area of assignment, have a capability to select, train, or-

ganize, equip, and employ indigenous paramilitary and military police forces. These forces are used for such activities as low priority security missions, rear area security and area damage control, and control of the indigenous population.

f. New organizational considerations. The fixed structure military police battalion found in COSTAR no longer meets the flexibility requirements of TASTA. One military police battalion headquarters, TOE 19-76G, which can be used throughout the theater of operations for area and command oriented military police functions provides battalion level flexibility. Depending on the characteristics of the area of responsibility, the troop density and strength, and the general police problems, this battalion could consist of two through six military police companies, TOE 19-77G, or any other functional military police company that may be required to perform a given mission. The military police company, TOE 19-77G, is used throughout the theater of operations as an area and command headquarters oriented military police support unit. It is normally employed as an attached unit of the military police battalion referred to above. However, this company also provides security for major headquarters, for inventory control centers, and for supply control centers throughout the area of operations.

g. New equipment considerations. To take full advantage of all available equipment that can significantly increase the operational capabilities of military police units, the following items of equipment have been added, or will be added when available, to military police units.

- (1) Automatic data processing equipment. Military police units involved in traffic control, confinement administration and discipline, law and order require automatic data processing equipment. For example, digital data input/output devices will be required at each brigade, group, battalion, and company headquarters.
- (2) Airmobility. The military police battalion headquarters, must have access to army aircraft for the purpose of providing support in the following areas:

- (a) Air patrol.
- (b) Route and area reconnaissance.
- (c) Movement security.
- (d) Rear area security.
- (e) Area damage control.
- (f) Command and control.
- (g) Prisoner of war evacuation (selected PW's only).
- (h) Refugee control.
- (i) Straggler control.
- (j) Special operations.
 1. River-crossing operations.
 2. Beachhead operations.
 3. Movement of critical personnel.
 4. Disaster relief operations.
 5. Search and rescue operations.
 6. Criminal and accident investigation.
- (3) Wheeled armored escort vehicles. Military police units in the performance of their missions of movement security and riot control and their participation in rear area security require a light armored vehicle, preferably wheeled, to provide an armor protected means of firepower. It is assumed that in the near future a wheeled armored vehicle will be available. However, if one does not become available within the TASTA time frame, then a requirement will exist for a light armored tracked vehicle for rear area security and movement security operations in the rear area. The M-113A1, presently in the inventory, is the most acceptable vehicle to meet these requirements.
- (4) Crew-served weapons. Military police units, with their greater role in rear area security activities, require heavier and greater firepower than is presently authorized. For example, the present concept is to provide one machine gun per operating military police platoon. For TASTA, a machinegun is placed in each squad and one 81mm mortar in each military police platoon headquarters, TOE 19-77G.
- (5) Night vision devices. Military police units, if they are to provide continuous effective support to other field army units, must have night viewing ca-

pabilities that are equal to those of the troop units being supported. The use of these devices will increase the operating efficiency of a military police traffic controller or vehicle driver and, in conjunction with intrusion detectors around the perimeter of critical installations, will significantly assist in physical security operations.

- (6) Anti-intrusion devices. A QMDO with associated QMR's and SDR's has been submitted for standardized anti-intrusion devices that will provide commanders, who have physical security responsibilities, with various types of intrusion detection systems for use in the field. These devices will be added to military police TOE when available.

11-27. Organizations and Capabilities

a. HHD, Military Police Battalion, TOE 19-76G, (fig. 11-37), provides command, control, staff planning, criminal investigation for two to six military police companies and other assigned or attached units. It is assigned in FASCOM on the basis of one per Corps Support Brigade and two per Military Police Brigade. Capabilities include—

- (1) Command, staff planning, control of two to six military police companies, and other assigned or attached units.
- (2) Supervision of and assistance to subordinate units in training, personnel, administration, maintenance, and supply matters.
- (3) Operational planning for the battalion.
- (4) Operation of the battalion radio and wire communications systems.
- (5) Organizational maintenance of organic communications equipment.
- (6) Criminal investigation.
- (7) Selecting, training, equipping, organizing, and employing of indigenous paramilitary and military police forces.

b. Military Police Company, TOE 19-77G, (fig. 11-38), provides for control of traffic; maintenance of discipline, law and order; crime prevention, criminal investigation; physical se-

curity; movement security; circulation control of individuals; assistance in rear area security and area damage control; selecting, training, organizing, equipping, and employing of paramilitary and military police forces. It may be assigned to Theater Army Support Command, Field Army Support Command, Support Brigade Headquarters, and to Military Police Brigades, Groups, and Battalions, as required. It is normally attached to HHD, Military Police Battalion, TOE 19-76G, but may be employed as a separate company. Its capabilities include—

- (1) At full strength this unit performs the above mission in its assigned area.
- (2) Personnel of this unit can engage in effective, coordinated defense of the unit's area.

c. Military Police Criminal Investigation Detachment, Team LA, TOE 19-500E, provides services required for the prevention and investigation of crime among military personnel and other persons subject to the Uniform Code of Military Justice. It is assigned to units and commands as required, on the basis of one per 8,000 personnel subject to the Uniform Code of Military Justice. This unit consists of three criminal investigators and one clerk typist.

d. Military Police Physical Security Company, TOE 19-97F, (fig. 11-39), provides close-in physical security for special ammunition systems, field depots, pipelines, and other facilities. It can operate as a rear area security strike force. It is assigned to elements of the Theater Army Support Command and Field Army Support Command. When assigned to a Corps Support Brigade, it is normally attached to HHC, Ordnance Ammunition Battalion DS/GS, TOE 9-36, or other appropriate headquarters, on the basis of one per Special Ammunition Company, General Support, TOE 9-48. Its capabilities include—

- (1) At full strength this unit performs the above mission to include the following:
 - (a) Establishes a maximum of 9 motor patrols and 24 physical security posts over a 24-hour period when the 3 physical security platoons are engaged in no other duties.
 - (b) Provides local and internal security

for classified operating areas and sensitive logistical facilities, to include the operation of specialized physical security devices.

- (c) Provides escort and security of high priority shipments and movements by motorized traffic patrols with an off-road capability.
- (d) Controls the circulation of individuals in conjunction with physical security operations.
- (e) Provides liaison with the area military police commander as necessary

to coordinate the internal and in-transit sensitive and classified physical security requirements of supported logistical units.

- (f) Enforces military law, orders, and regulations.
- (g) Conducts physical security surveys to evaluate the adequacy of existing safeguards and to determine the protection necessary for sensitive or critical materiel and supplies.
- (h) When directed, performs as a rear area security by providing move-

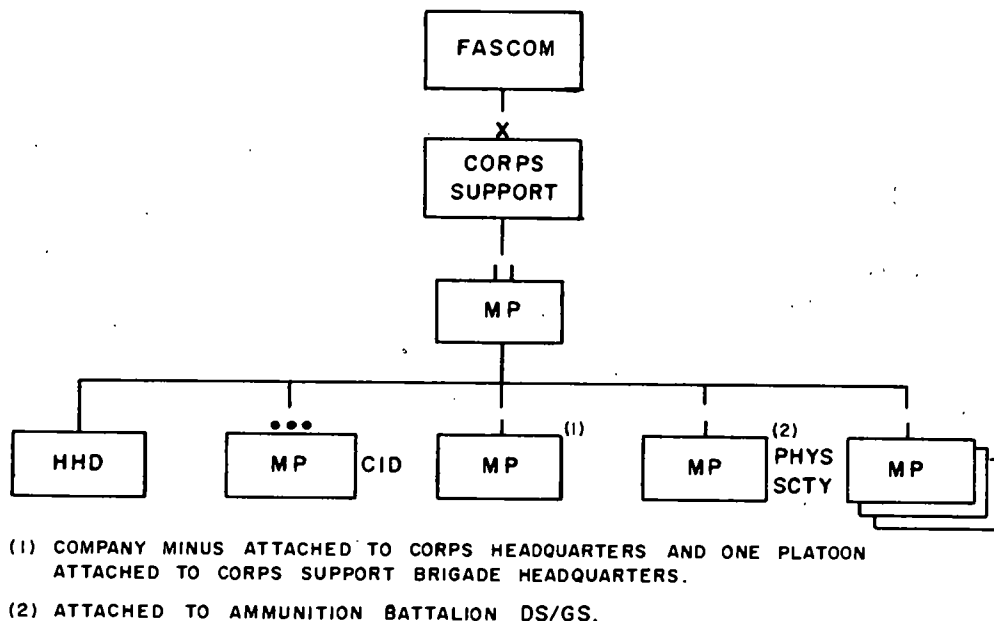


Figure 11-36. Military police support, corps support brigade.

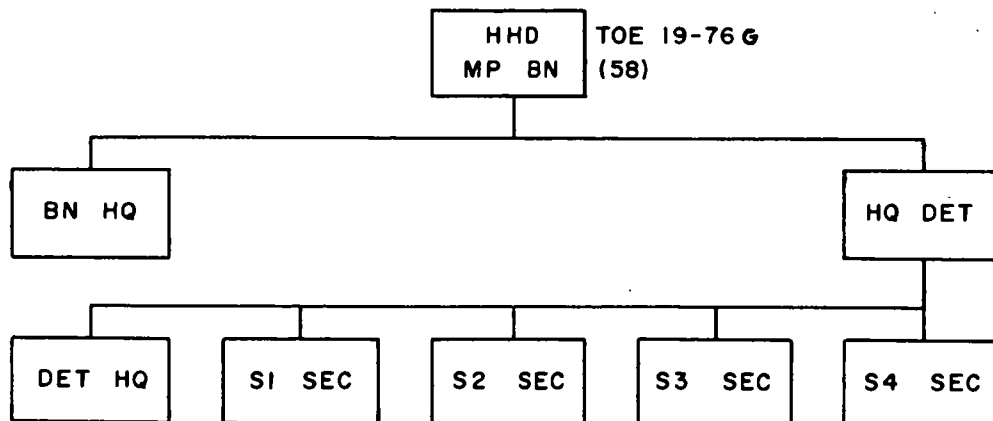


Figure 11-37. HHD, military police battalion.

ment security, route reconnaissance, roadblocks, checkpoints, and assisting in establishing liaison with indigenous paramilitary and military police forces.

- (i) Provides organizational maintenance of organic communications and vehicular equipment.
- (2) At reduced strength, the unit is limited to the operation of a maximum

of 6 motor patrols and 16 physical security posts over a 24-hour period when the 2 physical security platoons are engaged in no other duties.

- (3) When a handler and sentry dog section from TOE 19-500E is attached, this unit is capable of employing dog patrols to enhance security of facilities where the utilization of dogs is feasible.

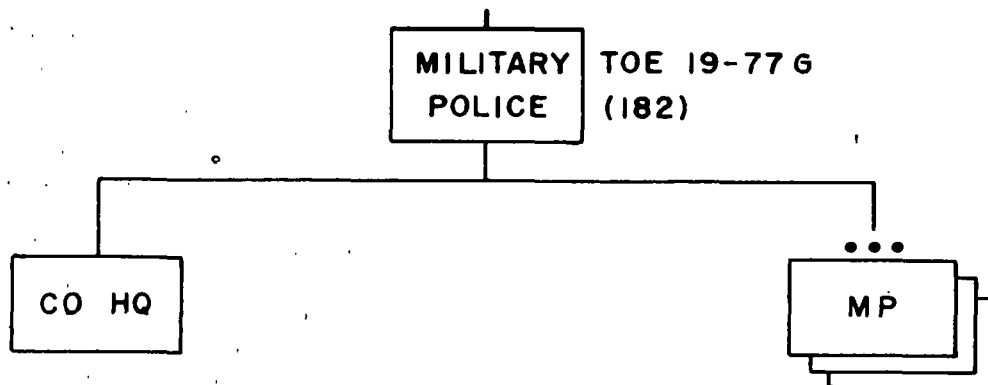


Figure 11-38. Military police company.

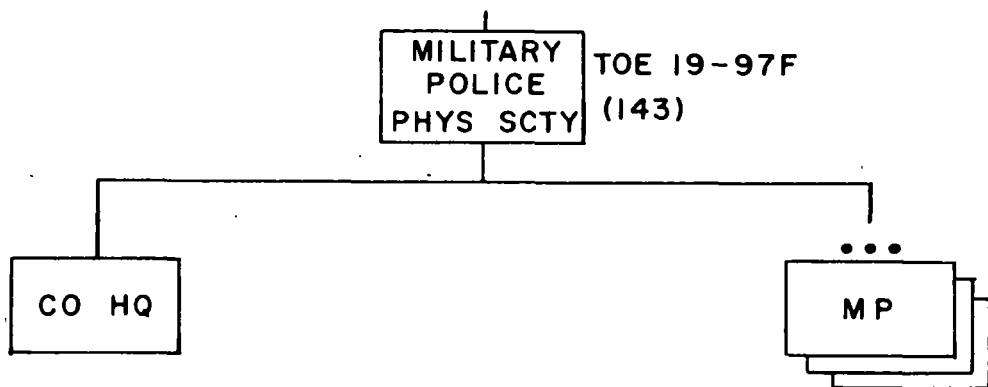


Figure 11-39. Military police physical security company, TOE 19-97F.

Section VIII. SUPPLY AND SERVICES

11-28. Supply Management System

a. *Management Centers.* The Supply Management System possesses an inventory control center (ICC) at the field army support command level to exercise integrated inventory management plus support brigade stock control centers (SCC) as decision-making agencies in the routine processing of supply actions. Operationally, the system is predicated on de-

centralized stock locations and centralized stock management activities which are provided with automatic data processing services and electronic communications facilities. Computer facilities of the ICC and SCC's may be utilized by United States Army Security Agency for US-ASA managed parts and equipment.

b. *Alternates.* COSTAR made provision for operation of the ICC in emergency situations by

including an alternate data processing branch located separately from the ICC. This branch, usually located in the army rear support brigade, was equipped with a computer system identical to that of the ICC. Under the TASTA-70 system, in which there are shared ADP facilities for stock control at brigades and shared ADP facilities for integrated inventory management at the FASCOM ICC, a different approach to alternate ADP facilities has been taken. Designation of alternates, primarily from front to rear, has been made. Under this system the FASCOM ICC serves as the alternate for any one of the brigade stock control centers. The army support brigade SCC serves as the alternate for the FASCOM ICC.

- (1) In a contingency, the FASCOM ICC assumes the functions of the brigade SCC's with the least disruption of the supply system so far as the requisitioner and the storage locations are concerned. Normally, the brigade SSC's transmit to the FASCOM ICC periodic summary information of the general support units in the brigade covering issues, receipts, adjustments of on-hand balances, dues-in, and back orders for requisitioners. Detailed information on back orders by requisitioner is provided the ICC on a weekly or semimonthly basis.
- (2) The army support brigade SCC is provided sufficient information, plus the ICC programs and a necessary machine capability, to perform except for class V, as an alternate for the FASCOM ICC for a limited period of time. Should the FASCOM ICC become inoperative, the army support brigade SCC will assume the duties of the FASCOM ICC and function on a reduced scale until the ICC is restored to operation. For class V supplies, the S&M Command ICC serves as the alternate for the FASCOM ICC.
- (3) In the event that alternate ADP facilities are not available below FASCOM, scheduled periodic ADP printouts from the brigade stock control centers will be used. These printouts, which are prepared for storage

locations, include at least the requisitioning objectives, on-hand quantity, individual dues-in and individual dues-out. These listings are provided to supply managers and storage sites to be used for short periods in a manner similar to the manual stock record system. Under such circumstances, requesting organizations go directly to the storage locations rather than to the stock control centers. In high-intensity warfare there may be situations in which contact with combat units and forward supply units is broken for a period long enough to warrant emergency resupply. In these situations, the general support units in the army service area and/or forward field depots in the COMMZ automatically ship predetermined survival supplies to affected forward areas, based on directives from the FASCOM or the supply and maintenance command ICC. Furthermore, should storage locations fail to receive shipping directives from stock control or inventory control centers for a specified period of time, automatic shipment of items on predetermined lists would be made.

c. Centralized Control. As a departure from COSTAR, stock control functions performed at the general support battalion are assigned to support brigade headquarters. This promotes centralized control of all supply support within the corps and army support brigades and enhances the response to demands of supported troops. This is an advantage over COSTAR in that it gives the support brigade commander control over his assets as well as his operating units.

d. Stock Control System. The system is organized basically into three echelons ranging from a stock locator element at the general support level, through a stock control capability at the support brigade level, to an inventory control center directed primarily to supply management at FASCOM Headquarters level. Stock control is not maintained at the direct support level. For stock control purposes, supplies issued to direct support units and division support commands are deleted from stock record

accounts and are not included in army or theater assets.

- (1) *General support storage.* A minimum of records are maintained at the general supply support storage location consisting of locator files and shipment records.
- (2) *Brigade stock control center.* The brigade stock control center meets demands from supported units by directing shipments from any source under brigade jurisdiction or by referral to FASCOM. It makes recommendations concerning levels of supply and additions to or deletions from authorized stockage lists. It forecasts and determines or computes support brigade requirements and provides, as necessary, specified stock records support activities as outlined in army field stock control regulations. The stock control center, along with other functional control centers, is serviced by a common computer complex.
- (3) *Inventory control center.* The FASCOM Inventory Control Center remains, as in COSTAR, the heart of the supply management system. Its mission is to provide integrated inventory management for all classes of supply for which the FASCOM has jurisdiction, a task that involves requirements computation, distribution direction, procurement direction, disposal direction and development of guidance for maintenance priorities.

e. Flow of Requisition and Supply Distribution. In operation, the full potential of automatic data processing equipment is exploited at the support brigade stock control and FASCOM inventory control levels. Transceivers, card-punch machines, and other mechanical devices and a reliable communications net combine to complete the means available for rapid and accurate transmission of supply information. From division and nondivisional direct support units, supply requirements are transmitted to the appropriate support brigade stock control center where shipping instructions are issued to storage units. If the required items are not available among the stocks controlled by a particular center, the requirements are transmitted

to the FASCOM ICC which, depending on the situation, may direct shipment from a support brigade which has the item or refer the requisitions to the communications zone for action. In essence, the significance of the system is the realization that the capability is now available to centralize management of combat service support functions at points heretofore impracticable under a system oriented on manual processing.

- (1) *Consumable commodities.* Instead of single-line requisitions, strength reports, and reports of equipment densities, with the addition of any special requirements, act as the triggering device to cause consumable commodities to be shipped (fig. 11-40). Strength data is obtained from the personnel services company of the appropriate support brigade or the personnel service division of the administrative company of the division support command. The using unit submits any special requirements to its direct support unit or division support command. The direct support unit or division support command submits strengths and special requirements for its supported units to the brigade stock control center. Communications concerning requirements between direct support units and general support units are not required. The brigade stock control center submits strengths and special requirements to FASCOM ICC which, in turn, submits the field army requirements to the theater ICC. Shipments of consumables from FASCOM by-pass general support units, wherever practical. Supply shipments are in accordance with a distribution plan prepared by the brigade stock control center. When feasible, shipments originating at the general support level go directly to the using unit.
- (2) *Class IV and regulated items.* Even with the use of automated systems, class IV and regulated items are controlled through command channels as shown in figure 11-41. User units submit requests through intermediate commands to the approving com-

mander. The stock control center advises the appropriate commander on availability of items. Upon command approval, the appropriate stock control agency issues shipping instructions to the storing general support unit which makes shipment directly to the user.

- (3) *Class II supplies, nonregulated and packaged POL.* Requirements for class II supplies that are nonregulated and packaged POL, in the form of single-line requisitions, flow from the user through the various supply control elements as shown in figure 11-42. General support supply units are considered as storage points and react to instructions from the stock control centers in the form of materiel release orders or shipping directives. They provide minimum essential reports of supply actions. Direct support units, including divisions, fill user requirements from available stocks. Requirements for nonstockage list items and replenishment needs are submitted by DS elements to the brigade stock control center using automated communications. The brigade stock control center directs shipment from available general support stocks and coordinates with movements control center for the movement. When the required items are not available, the brigade SCC submits requirements to FASCOM ICC. The brigade SCC also reports status of authorized stockage to the FASCOM ICC. The FASCOM ICC submits requirements and excess stockage to the supply and maintenance command ICC. Shipments from TASCOT depots and field army general support units proceed as far forward as feasible, bypassing intermediate storage locations, when practical.
- (4) *Repair parts.* Requirements and supply distribution for repair parts (fig. 11-43) follow a system similar to that for class II items.
 - (a) Requisitions for repair parts are initiated by direct support and general support maintenance elements.

These requirements are placed directly upon the support brigade SCC by the maintenance support element. The support brigade SCC releases stocks, if available, from one of the general support repair parts companies and coordinates the transportation requirement for movement. In the event that none of the repair parts companies within the brigade has the required items or quantities on hand, the brigade SCC transmits the requirement to the FASCOM ICC. The brigade stock control center, through cross-leveling operations, laterally transfers stock from repair parts units having excess available stocks to repair parts companies requiring stock replenishment. Redistribution of repair parts stock within the support brigades can also be accomplished by the FASCOM ICC.

- (b) At the direct support level repair parts are provided through maintenance channels. At the general support level, all repair parts—including aircraft and missile parts—are provided through supply channels. The requirement for aircraft and missile repair parts to be handled at the general support level necessitates the development of an additional company which is the aircraft and missile repair parts supply company. In the corps area, however, aircraft repair parts are provided by the general support repair parts supply company which has an aircraft repair parts platoon for this purpose.
- (5) *Bulk petroleum, general support.*
 - (a) Flow of Bulk Petroleum and Requirements. The Supply and Maintenance Command, TASCOT, forwards bulk petroleum to the farthest points practical in the field army whether it is by pipelines or other means. Tankage is erected in the army area to receive and store the product. Transportation medium truck companies (petroleum) make

bulk deliveries from this tankage to the supply points operated by the general and direct support units in the corps areas, and to direct support units in the army service area. It is recognized that many situations will arise where a user is closer to the general support element and would actually receive resupply from that level. For schematic purposes, however, the requirement is continued from the direct support level to the centralized stock control center (fig. 11-44) at the support brigade, where options are available. The SCC may (1) direct petroleum battalions under brigade to move stocks to meet the requirement; (2) request FASCOM ICC to support the requirement; or (3) divert product (already moving) from its assigned destination to meet an unexpected requirement. Other options may occur at the FASCOM ICC, according to the supply plan or standing operating procedures necessary for the particular operation. FASCOM may (1) request the supporting communications zone to ship petroleum to general support elements or brigades; (2) direct the army support brigade to move the petroleum to meet the requirement; or (3) if the ICC has knowledge of stocks that are moving, divert the petroleum shipment.

- (b) Control. Centralized control of bulk petroleum will be exercised by support brigades and FASCOM (fig. 11-45). The Corps Support Brigade Headquarters are decision-making headquarters which receive requirements for petroleum from divisions, direct support, and general support units, and will either direct shipment from brigade assets or request shipment from FASCOM.

11-29. Supply Levels

The Department of the Army prescribes levels of supply for the theater army in terms of days of supply, and the theater army com-

mander prescribes levels for the combat zone and the communications zone. For purposes of this study, field army stockage levels are established as 10 days for all groups of supplies except repair parts.

a. Except for repair parts, for the troops supported these will be 2 days stockage at the direct support level; 3 days stockage at the general support level; and in the army service area an additional 5 days for the entire field army.

b. Repair parts are stocked in varying amounts up to 15 days at all supply levels in the FASCOM. The days of supply stocked are determined by the characteristics of particular repair parts.

11-30. Functionalization of Supply

At the general support level, supply support is functionalized for command and control purposes in the Supply and Services Battalion. However, supply operations can best be performed by company-size units that are organized and equipped to perform specified functions. These functions include—

a. Providing storage points to regulate the flow of supplies.

b. Handling large tonnages of supplies by use of materials handling equipment.

c. Providing for breakdown of bulk shipments.

d. Processing heavy materiel prior to issue.

e. Providing for supply of construction and fortification materials.

f. Providing for general support supply of repair parts.

g. Providing for stockage of "fringe" items not carried by supply units located in forward areas.

h. Providing for emergency supply when normal throughput shipments are interrupted.

i. Carrying a portion of the field army reserve stocks.

11-31. Grouping of Supplies

Supplies are characterized at the general support level by the operational requirements for processing their flow to supported units. Functionalization of supply support requires that supplies be grouped to coincide with the

storage and distribution requirements rather than their end use. To meet these requirements, supplies at the general support level are grouped into categories of general supplies, heavy materiel, repair parts, petroleum, and cryptographic supplies.

a. *General Supplies.* General supplies include subsistence (class I), clothing and organizational equipment (class II), packaged POL (class III and IIIA), and industrial gases. Included in this group are the multitude of end items that may be found in tables of organization and equipment, tables of allowances, and other authorizing documents. Excluded from this category are items that are supplied through other sources; such as, medical items, cryptographic material, heavy materiel, repair parts, airdrop equipment, and items supplied through the ammunition system.

b. *Heavy Materiel.* This category includes items that require special processing while in supply channels; such as, wheeled and tracked vehicles; artillery (self-propelled and towed); and mobile assault bridging. Because of their critical nature and high dollar value, special command control governs the issue of these items. Also included in this group are fortification and construction materials, special machinery, and other controlled types of equipment.

c. *Repair Parts.* Included in this category are supplies required to repair and maintain army materiel less parts to maintain medical and cryptographic items. This group consists of components, subassemblies, assemblies, and small parts for end items.

d. *Bulk Petroleum.* Bulk petroleum consists of liquid products which are normally transported by pipeline, rail, tank car, tank truck, tank trailer, barge, and/or ocean tanker and stored in tanks or containers having a fill capacity greater than 55 gallons. Packaged bulk petroleum is bulk petroleum which, because of operational necessity, is packaged and supplied (stored, transported, and issued) in 5-gallon cans or 55-gallon drums.

e. *Cryptographic Supplies.* This group includes communications, security equipment, supplies, parts, and publications.

11-32. Storage Operations

COSTAR reorganized functional supply units into general supplies, repair parts, and heavy materiel categories, thereby representing a major effort to streamline the field army supply system. The concept for storage operations for TASTA-70 further extends the principles developed in the COSTAR concept. These principles include throughput of supplies, minimum administration, maximum mechanized handling of supplies, and improved specialization of labor.

a. *Throughput of Supplies.* Throughput shipment of supplies, by-passing the general support level, is one of the most significant means of reducing inventory requirements. Differences in areas of operation, tactical plans, and enemy capabilities will influence the quantity of throughput that is desirable or can be built into the supply system and movements control system.

b. *Minimum Essential Administration.* Since the stock control functions have been removed from the general support supply units and placed in centralized stock and inventory control centers, the TASTA supply units perform only those administrative functions which pertain to storage operations. These functions are limited to maintaining a locator system, reporting receipts, and processing shipments. The locator system is simple, accurate, and responsive to mobile storage operations.

c. *Mechanization of the Storage Operation.* General support is essentially a wholesale operation. The objective is to group those supplies adaptable to palletization and containerization in one supply unit and then to take full advantage of mechanized handling techniques. However, it is not enough just to equip the supply units with appropriate mechanized capabilities. Preparation, handling, and movement of supplies in a manner compatible with mechanization is essential. Thus, supplies are palletized in CONUS and passed through the supply system to the lowest practical echelon before the mechanization chain is broken. Maximum use of MHE in supply handling is the goal. However, substantial quantities of small lot shipments are anticipated which are not adaptable to mechanized handling.

d. Improved Specialization of Labor. The general support supply functions can be subdivided into the tasks and skills required to perform storage operations. To maximize the productivity of supply units, they are organized to perform related tasks with groups of supplies which have similar handling requirements. Based on these related tasks, supply units to handle general supplies, repair parts, and heavy materiel have been organized.

11-33. Supply Organizations

TASTA-70 general support supply units are designed for operating in corps area and army service area in the field army, and in field depots in COMMZ. Differences in workload requirements determine the number of supply units of each type to be assigned to any one area. With the stock control responsibility removed, these units are organized so as to best perform the storage operations of receipt, warehousing (storage), and issue.

a. Headquarters, Supply, and Service Battalion. COSTAR has three separate TOE's for the Headquarters and Headquarters Company, Supply and Service Battalion. TASTA-70 proposes only one headquarters detachment to provide command and control for any supply and service units that may be assigned to the Supply and Service Battalion. The battalion may be assigned to FASCOM or to a field depot of a Supply and Maintenance Command, TASCOC. The subordinate units may be of the type to perform both general support and direct support missions. The battalion is tailorable to meet specific support requirements. The supply control office of the COSTAR Supply and Service Battalions has been eliminated and replaced by an operations section. This operations section plans and coordinates the training and operations of attached units.

b. General Supply Company. The TASTA-70 general supply company is oriented primarily for performing storage operations for general supplies in bulk. The class I platoon and the augmentation by a topographical map supply section in the COSTAR unit have lost their identity and have been integrated into the supply platoons. These supplies are not considered different from other supplies at this point in

the supply system, as they will normally be handled in bulk. An equipment platoon is included in the TASTA-70 unit for the pooling of MHE and to provide flexibility to meet varying workloads between the supply platoons.

c. Heavy Materiel Supply Company. This unit is oriented towards the supply of items that require special processing while in supply channels and are subject to regulation and command control. The TASTA-70 unit eliminates the equipment pool section which provided for the loan of end items required on a seasonal or special project basis. Considering the highly mobile and fluid situation expected to exist in the field army areas, it is undesirable for supply units to be burdened with seasonal and special project equipment. This type of equipment can either be returned to COMMZ and brought forward when required, or the requesting unit can obtain approval for issue in excess of TOE allowances. When the requirement ceases, these items are returned to stock through maintenance channels which process the equipment for subsequent issue. It is a function of the stock control center and/or inventory control center to follow-up on the return of an item rather than the company commander of the Heavy Materiel Supply Company.

d. Repair Parts Supply Company, General Support. The Repair Parts Supply Company is similar in many respects to the Repair Parts Supply Company developed for COSTAR. The really significant change is the elimination of the stock control section, replacing this section with a Supply Operations Platoon and increasing line items stocked from 26,100 to 35,000 in corps and 31,000 to 40,000 items in the army service area. The Supply Operations Platoon processes all documentation pertaining to receipt, storage and issue of supplies, and serves as the point for all shipping and receiving operations. The company provides repair parts support for approximately 35,000 line items when employed in the corps area. When employed in the army service area or COMMZ, it maintains from 40,000 to 45,000 line items and does not include aircraft and armament system, missile, or special weapons repair parts (as defined in *e* below).

e. Aircraft and Missile Repair Parts Supply

Company, General Support. This company is a new organization designed to provide aircraft and missile repair parts supply for FASCOM (less repair parts peculiar to special ammunition). The wholesale aircraft repair parts function has been deleted from the Headquarters and Headquarters Company, Transportation Aircraft Maintenance and Supply General Support Battalions, and the wholesale missile repair parts function has been deleted from the Ordnance Guided Missile General Support Companies. Within the army service area, the supply of aircraft repair parts and armament subsystem repair parts is accomplished by the aircraft and missile repair parts supply company. These companies are normally attached to supply and service battalions. Stock control functions are performed by the SCC for these companies in the same manner that it provides for other supply units. This company, in the field army, maintains approximately 30,000 line items (10,000 aircraft repair part line items and 20,000 missile repair parts items). Two companies are authorized in the army service area. The Aircraft and Missile Repair Parts Supply Company issues repair parts to general and direct support aircraft and missile maintenance companies located in the army service area and to appropriate corps repair parts supply activities based on materiel release orders and shipping instructions from the SCC.

f. The Direct Support Supply and Service Company. The direct support supply and service company, developed for TASTA-70, is suitable for assignment in both the combat zone and the communications zone. This company has an operational capability to furnish all direct support supply and service required for about 15,000 nondivisional troops. Although the company will usually be assigned to a supply and service battalion when the scope of support operations warrants several companies, it is fully capable of independent operations in support of 15,000 nondivisional troops regardless of the higher headquarters to which it may be assigned. This self-sufficiency is achieved by organizing the company to contain a headquarters; supply office; supply platoon; laundry, renovation, and bath platoon; petroleum platoon; and a graves registration section. Sig-

nificant functional improvements of this company over its COSTAR counterpart are that it incorporates a bakery section in the supply platoon and a section for the renovation of clothing and textiles.

g. Headquarters and Headquarters Company, Petroleum Supply Battalion. Petroleum supply battalions are assigned to FASCOM and normally attached on the basis of one per army and corps support brigade. This differs from COSTAR in that each corps support brigade had four petroleum supply companies under two general support supply and services battalions. A petroleum battalion in each support brigade, consisting of petroleum supply companies and truck companies, enables the petroleum supply system to react more readily to new situations, at the direction of the support brigade commander.

h. Petroleum Supply Company. Emphasis has been placed on designing units whose component elements or at least one component could be attached or detached with a minimum of reorganization. The Petroleum Supply Company is organized according to its main function of storage operations with the additional capability of laying, operating, and retrieving hoses. The distribution function is performed by the Transportation Medium Truck Company (Petroleum). The Petroleum Supply Company differs from its COSTAR counterpart in that there is one TOE Petroleum Supply Company for army and corps support brigades instead of separate TOE's. The hose capability has been added to the Petroleum Supply Company and the 5,000 gallon semitrailer truck/tractor combinations have been eliminated. The Petroleum Supply Company is assigned to FASCOM and normally attached to a petroleum supply battalion.

i. Transportation Medium Truck Company (Petroleum). The Transportation Medium Truck Company (Petroleum) is applicable to the TASTA-70 concept and requires no revision. Its application differs from COSTAR in that COSTAR petroleum truck companies were assigned to each of two petroleum battalions in the Army Support Brigade. Under the proposed system, The Transportation Medium

Truck Companies (Petroleum) are assigned to the FASCOM and attached to the petroleum battalions in both army and corps support brigades, as required.

j. Airdrop Operations.

(1) Company organization. The airdrop supply company contains a company headquarters, an airdrop office, and three identical platoons. This company is normally organized at level 3 when operating in the FASCOM.

(2) Operation. Requests for airdrop flow directly to the echelon from which the requirement can be satisfied. Since FASCOM is the echelon at which army-wide control of supplies and movement is exercised, the request is transmitted by the most expeditious means, consistent with security, to that headquarters. In TASTA-70, improved means of transmitting logistical requirements are provided. Requests are transmitted through logistical channels, directly from division to the FASCOM ICC. Corps and field army headquarters monitor and may amend, adjust, or disapprove requests. As requests are received, the FASCOM ICC immediately coordinates with movements control. The inventory control and movements control agencies jointly direct the actions of the supply and transportation activities. To provide adequate responsiveness to requirements, the airdrop supply company stocks appropriate quantities of class I, III, V and other supplies as determined by the FASCOM ICC. The FASCOM ICC maintains inventory data on stocks located at the airdrop supply unit. If the supplies requested are not on hand in the airdrop supply unit, the FASCOM ICC directs the appropriate supply activity to deliver the items required to the airdrop supply unit. As these shipments are directed, coordination is made with movements control. As airlift is arranged, materiel release orders are transmitted to the airdrop supply unit. The airdrop

supply unit prepares the supplies according to mode of delivery employed and, in coordination with movements control, insures delivery to the required point at the air terminal. In most cases, this will be to the cargo aircraft door. The FASCOM ICC takes action to insure that stocks delivered by airdrop are replaced.

k. Cryptographic Supplies and Equipment.

The cryptographic supply and maintenance function is a responsibility of the FASCOM. Control and direction are placed in the ICC and SCC's under the general supervision of the ACofS/Supply and ACofS/Maintenance in their respective areas. Supply and Maintenance operations are located in a single combined unit (for security purposes) in the HHC, Support Groups in the corps and army support brigades. These operating units provide both direct and general maintenance support to using units except that only general support is provided to signal organizations which have organic direct maintenance support. Stock control at the SCC and inventory control at the ICC for COMSEC materiel within FASCOM is exercised by a cryptographic section which, within policies and limitations established by appropriate FASCOM and TASCAM directives, directs the receipt, storage, issue and maintenance of COMSEC materiel. The maintenance management function is collocated with the supply management function at the SCC and ICC for security purposes. FASCOM reserve stocks of COMSEC materiel are carried in the storage elements of the army support brigade.

11-34. Service Operations

a. General. Field service functions include laundry, bath, clothing exchange, bakery, renovation, salvage, decontamination, graves registration, clothing and post exchange sales, and provision of general duty labor. TASTA-70 concepts for providing field service support are basically an extension and refinement of operational procedures established in COSTAR.

b. Direct Support. Direct support services as authorized within the ROAD division are

furnished by the Supply and Service Company (TOE 10-7) which is organic to the Supply and Transport Battalion for each division. For nondivisional units, direct support services are provided by the Supply and Service Companies (TOE 29-147) which are assigned, as required, to Supply and Service Battalions operating in corps areas and the army service area. The Supply and Service Company (TOE 10-7), organic to divisions, does not contain laundry and bakery facilities which requires that these direct support services be furnished by other supporting units. The Supply and Service Company (TOE 29-147), which furnishes direct support services for nondivisional troops, does contain both laundry and bakery facilities. The capabilities of this company in providing direct support services are discussed in paragraph 6f, above. The differences in the two types of units which furnish direct support services to (1) divisional troops and (2) nondivisional troops further influence the organization and operation of general support field service units

c. General Support. At the general support level within the field army, field service support is provided by two types of units which were initially developed for the COSTAR organization, viz., the Field Service General Support Company, Forward (TOE 29-114) and the Field Service General Support Company, Army (TOE 29-124). In accordance with Department of the Army guidance, however, these units are restructured for TASTA-70 to provide increased tailorability. While the Field Service General Support Company, Forward in the COSTAR organization was designed to support a two division (Corps) slice, this company for TASTA-70 is redesigned to support a one division (Corps) slice. The reorganized unit provides greater flexibility for support of varying force structures. The organization of the Field Service Support Company, Army, remains essentially the same for TASTA-70 as in the COSTAR II organization. As in COSTAR, due to variations in divisional and nondivisional direct support units, these general support units are organized in two configurations. In the corps areas, the units include a bakery capability and a graves registration collection and evacuation capability required for support of divisional units. In the army service area, the bakery function is deleted and

a cemetery capability is substituted for the collection and evacuation capability. Additional variations in operational requirements between these units under COSTAR and TASTA-70 are discussed in subsequent paragraphs.

d. Laundry Service. Direct support laundry service for nondivisional troops in the field army are provided by direct support supply and service companies. Laundry service for divisional units are provided by Field Service General Support Companies, Forward. This concept remains unchanged from the COSTAR organization.

e. Renovation. Renovation of clothing and lightweight (launderable) textiles is a function which has been added to the Direct Support Supply and Service Company in the TASTA-70 organization to complement the laundry service previously provided in COSTAR in support of nondivisional units. At the general support level, the Field Service General Support Company, Forward, provides renovation services for divisions, and the Field Service General Support Company, Army provides back-up support for Direct Support Supply and Service Companies and the Field Service General Support Companies, Forward. The canvas and leather repair capability that the Field Service Companies, Forward and Army, possessed under COSTAR has been deleted and the function transferred to the Maintenance Service.

f. Salvage.

- (1) Salvage is generated from the following sources:
 - (a) Normal turn-in by troops of worn or damaged supplies and equipment for replacement.
 - (b) Recovery of unneeded clothing and equipment from casualties.
 - (c) Finding of lost, abandoned, or discarded materiel on the battlefields and in billets and bivouac areas.
 - (d) Capture of enemy materiel.
 - (e) Turn-in of excess supplies.
 - (f) Maintenance operations (replacement of worn or damaged parts and components, and cannibalization).
- (2) The Salvage and Service Platoon of the Field Service General Support Company, Forward (TOE 29-114) and the two Service Platoons of the Field Service General Support Com-

pany, Army (TOE 29-124), collects and receives excess supplies, seasonal turn-ins, abandoned or captured materiel, and useful scrap which is turned in or reported to it by supported units. These are generally items of a nonmechanical nature such as clothing, footwear, webbing, tentage, canvas, individual equipment, field furniture, equipment cases, 5-gallon gasoline cans, 55-gallon drums, lanterns, and one-burner stoves. These platoons may also collect and receive mechanical-type items in the above categories which are within their handling capability such as rifles, generators, small engines, radios, and similar lightweight items. These are turned over to an appropriate maintenance unit for classification and disposition.

(3) The integrated inventory management system, operating through the Supply and Maintenance Command inventory control center and maintenance management center (ICC/MMC), the FASCOM ICC/MMC, and the SCC/MMC of the Corps and Army Support Brigades provide supply and maintenance managers at each of these echelons with continuous information on the status of all supply and maintenance requirements. Managers at each control center are kept constantly aware of which items are critical, where they are most needed, where they can be stored, and where they can be repaired, if necessary. Such information enables managers to publish and maintain, through the ADP Centers, current lists of items that are to be recovered and to correlate them with the availability of storage and maintenance facilities. This permits both salvage and maintenance collecting points to make automatic shipment or other disposition of collected items without reporting receipts and awaiting distribution instructions from the Support Brigade SCC/MMC. Only in exceptional cases (e.g., capture of a large enemy supply dump), will it be necessary for a collecting point to re-

quest disposition instructions from its parent Support Brigade SCC/MMC.

- (a) When the collecting points receive nonmechanical materiel, the materiel is segregated either as serviceable, unserviceable but repairable, or scrap items. Disposition is made in accordance with established SOPs.
- (b) Transportation requirements which exceed the organic capabilities of the Supply and Service Battalion and requirements for line hauls are met by the local TMO. Maximum use is made of returning transport.

g. Decontamination. Direct support decontamination service in the COSTAR organization was provided in the Headquarters and Headquarters Company, Supply and Service Battalion (DS) and at the general support level by the Field Service General Support Company in both the corps and army service areas. Under TASTA-70, decontamination service is deleted from all direct support units. However, both the Field Service General Support Company, Forward, and the Field Service General Support Company, Army, have been reorganized to provide increased decontamination capabilities for the field army.

h. Labor Service. The service platoons of Field Service Companies, Army, provide military labor necessary to support supply operations. In the Field Service General Support Company, Forward, military labor is provided in the Salvage and Service Platoon to support supply operations and the operation of a corps salvage collecting point.

i. Graves Registration. Graves registration in the field army encompasses recovery and identification of deceased personnel, handling and processing their personal effects, evacuation and interment, and preparation and maintenance of necessary records and reports. The operational and organizational concepts of COSTAR for graves registration support within the field army are carried forward into the TASTA-70 organization. Direct support graves registration functions are provided for divisional units by the Supply and Service Company (TOE 10-7) organic to divisions. Direct

support graves registration service is provided for nondivisional units by direct support supply and service companies (TOE 29-147) operating in corps and army service areas. At the general support level, graves registration activities vary between the corps and army service areas. For this reason, the graves registration platoon in the Field Service General Support Company, Forward, is organized to provide for collection, identification, and evacuation of deceased personnel in the corps area. In the Field Service General Support Company, Army, this platoon is designated as a cemetery platoon.

j. Bakery. Bakery service for nondivisional troops is provided by the Supply and Service Company (DS). Bakery support for divisions is provided by a bakery section in the Field Service General Support Company, Forward. Although the continuous bakery system used in the TASTA-70 units represents a change from the equipment used in COSTAR units, the concept of operations for providing bakery support is not changed.

k. Bath and Clothing Exchange. Bath and clothing exchange are direct support services that are provided for TASTA-70 units in the same manner as for COSTAR units. These facilities are furnished for divisional units by the Supply and Service Company (TOE 10-7) and for nondivisional units by the Supply and Service Company (TOE 29-147).

l. Clothing and Post Exchange Sales. Clothing and post exchange type sales services are provided in the field army by Sales Detachments BA, BB, and BC (TOE 10-500E) which may be attached as required to Supply and Service Battalions in the corps and army support brigade areas. Sales detachments are designed to provide both mobile and static facilities for the nonprofit sale of health and comfort items.

11-35. Organizations and Capabilities

a. The FASCOM Inventory Control Company, TOE 29-402 (fig. 11-46), provides personnel to direct stock management of all classes of supplies for which the field army support command has jurisdiction, supplementing ADP, and related equipment, at the FASCOM headquarters. Day to day commodity management

direction is provided within guidelines established by FASCOM. It is assigned on the basis of one per FASCOM and has the following capabilities:

- (1) Provides integrated inventory control (supply management) for the field army to include:
 - (a) Storage distribution direction.
 - (b) Receipt and processing of requisitions from stock control centers and other designated activities.
 - (c) Review and analysis of demands and computation of field army requirements for supplies and equipment.
 - (d) Continuous study of the supply system.
 - (e) Operation of two 12-hour shifts.
 - (f) Personnel for the operation of a Special Ammunition Logistics Element (SALE) at field army headquarters.
- (2) Initiates within policies and directives of FASCOM headquarters, action to fulfill supply requirements by requisition on the communications zone, local procurement, and/or redistribution of supplies.
- (3) Approves, within established policy, additions to, or deletions from, army stockage lists and adjustments to requisitioning objectives.
- (4) Reports significant supply data to the FASCOM staff.
- (5) Determines effect of new or modified supply directives on the field army supply management system.
- (6) Coordinates, within policies and directions of FASCOM headquarters, with the Maintenance Management Center on repair of materiel to support the supply system and related matters.

b. The Support Brigade Stock Control Company, TOE 29-404 (fig. 11-47), provides personnel to direct stock management of all classes of supplies for which the support brigade has jurisdiction, supplementing ADP and related equipment, at the support brigade headquarters. Day to day commodity management direction is provided within guidelines established

by support brigade headquarters. It is assigned on the basis of one per corps support brigade and one per army support brigade and has the following capabilities:

- (1) Provides centralized stock control for a support brigade supporting two to four divisions in combat, or their equivalent.
- (2) Provides—
 - (a) Storage and distribution direction.
 - (b) Receipt and processing of requisitions from direct support and other designated activities.
 - (c) Review and analysis of demands and computation of requirements for supplies and equipment for supported forces.
 - (d) Stock control for 50,000 line items required by support units.
 - (e) Continuous study of the supply system.
 - (f) Personnel for operation of a Special Ammunition Logistical Element (SALE) at Corps Headquarters.
 - (g) Operation of two 12-hour shifts, as required.
- (3) Initiates, within policies and directions of higher headquarters, actions to fulfill supply requirements by requisition on the FASCOM ICC, local procurement, and/or redistribution of supplies.
- (4) Recommends additions to, or deletions from, support brigade stockage lists and adjustments to requisitions objectives.
- (5) Reports significant supply data to the brigade staff.
- (6) Directs, as authorized and directed, local procurement, rebuild, and disposal of supplies and equipment for which the support brigade has jurisdiction.
- (7) Manages approximately 50,000 line items.

c. The Headquarters and Headquarters Company, Supply and Service Battalion, TOE 29-146 (fig. 11-48), provides command administrative, and technical supervision for attached

direct and general support supply and service units. It is assigned on the basis of one per two to five operating companies in a field army support command, independent corps force, or theater army support command.

d. The General Supply Company, General Support, TOE 29-118 (fig. 11-49), establishes and operates a general supply facility for the receipt, storage, and issue of general supplies except those supplies associated with medical and cryptographic functions; repair parts; those supplies delivered directly to a user, e.g., marine and rail supplies; airdrop supplies; and those supplies associated with the Heavy Material Supply Company. When employed in the army service area, it maintains a portion of the field army reserve stocks. It is assigned in FASCOM to support brigades and normally is attached to Headquarters and Headquarters Company, Supply and Service Battalion, on the basis of four per support brigade and has the following capabilities:

- (1) When employed in the field army area, is capable of handling daily approximately 800 short tons of supplies of which approximately eighty percent are handled mechanically and twenty percent are handled manually. The 800 short tons include a factor of 2.5 for receiving, intra-storage handling, and issue.
- (2) In the field army, maintains a stock of up to approximately 12,500 line items which constitutes the authorized stockage list.
- (3) When employed in the field army service area or communications zone, maintains a portion of the army or theater reserve stocks for which the unit is responsible.
- (4) When employed in the communications zone is capable of handling daily approximately 1000 short tons of supplies of which eighty percent are handled mechanically and twenty percent are handled manually. The 1000 short tons include a factor of 2.5 for receiving, intra-storage handling and issue.
- (5) Appropriate refrigeration teams from

10-500 series TOE must be provided when the company handles class I perishable subsistence.

- (6) Provides industrial gases and forestry products when supplemented with appropriate TOE 5-500 Engineer Service Organization teams. Such teams will normally operate in the army service area.

e. The Repair Parts Supply Company, General Support, TOE 29-119 provides wholesale repair parts for all items of materiel except airdrop items, cryptographic and topographic materiel, items peculiar to missile systems, medical items, and class V supplies. Repair parts supply companies operating in the corps area (fig. 11-50) provide repair parts for aircraft and aircraft armament subsystem items. Repair parts companies operating in the army service area and the communications zone (fig. 11-51) do not provide repair parts for aircraft and aircraft armament subsystem items. The company is assigned in FASCOM to support brigades and normally is attached to Headquarters and Headquarters Company, Supply and Service Battalion, TOE 29-146, on the basis of two per corps and army support brigade, and has the following capabilities:

- (1) The company is capable of providing supply support for the equivalent of two to four direct support maintenance battalions and two general support maintenance battalions.
- (2) When employed in the corps area, the company stocks about 35,000 line items of repair parts. When employed in the army service area or the communications zone, the company stocks about 40,000 to 45,000 line items.
- (3) In the corps area the company stores up to 15 days supply of selected fast-moving repair parts. In the army service area the company stores up to 15 days supply of repair parts, excluding parts for aircraft and aircraft armament subsystems.

f. The Aircraft and Missile Repair Parts Supply Company, General Support, TOE 29-

129 (fig. 11-52), provides repair parts support for army aircraft, army aircraft armament subsystems, avionics, and missiles, less repair parts peculiar to special ammunition. It is assigned in FASCOM to the army support brigade and normally is attached to Headquarters and Headquarters Company, Supply and Service Battalion, TOE 29-146, on the basis of two per field army and has the following capabilities:

- (1) Provides wholesale repair parts support for army aircraft and army aircraft armament systems and avionics. The total number of repair parts to support army aircraft, avionics, and army aircraft armament subsystems is about 10,000 items. The items provided include only those which are peculiar to army aircraft, avionics, and army aircraft armament subsystems.
- (2) The company provides wholesale repair parts support (less repair parts peculiar to special ammunition) for Nike Hercules, Hawk, Sergeant, and Pershing missile systems. Items provided by this unit include only those which are peculiar to the missile systems. The total number of repair parts necessary to support the missile systems is estimated to be about 20,000 line items. (Limitation: No stockage criteria is currently available for new missile systems such as Lance, Shillelagh, TOW, Redeye, and Chaparral programed during the TASTA-70 time frame. When these or other items are introduced in the system, appropriate changes in this TOE will be required.)
- (3) When employed in the army area, stocks up to 15 days supply of selected fast-moving repair parts.

g. The Heavy Materiel Supply Company, General Support, TOE 29-127 (fig. 11-53), receives, stores, maintains in-storage, prepares for issue, and issues all types of self-propelled and towed equipment to divisions and nondivisional direct support units; receives, stores, and issues fortification and construction sup-

plies and bridging equipment; and combat loads equipment prior to issue. It is assigned in FASCOM to support brigades and is normally attached to Headquarters and Headquarters Company, Supply and Service Battalion on the basis of two per army support brigade and one per corps support brigade and has the following capabilities:

- (1) Provides general support supply of Class II and IV wheeled, tracked, and towed end items.
- (2) Performs all required operations incident to the receipt, storage, processing for issue, and issue of combat equipment and tactical and special purpose vehicles. Processing includes the initial processing, deprocessing, in-storage (organizational) maintenance, installation, and inspection of vehicular mounted communications equipment.
- (3) Performs combat loading of vehicles prior to issue, when required.
- (4) Operates a supply point for the receipt, storage, and daily issue of approximately 150 tons of fortification and construction supplies.
- (5) Maintains a stock of approximately 2,200 line items which constitutes the authorized stockage list.
- (6) When employed in the army support brigade, maintains a portion of the army reserve stocks for which the unit is responsible.

h. The Airdrop Supply Company, TOE 10-407 (fig. 11-54), organized at level 3, when operating in the FASCOM, provides parachute packing, temporary storage and rigging of supplies and equipment for airdrop by Army, Air Force, and/or other service aircraft and provides technical assistance in the recovery and evacuation of airdrop equipment. It is assigned in FASCOM to an army support brigade and is normally attached to Headquarters and Headquarters Company, Supply and Service Battalion on the basis of one per army support brigade and has the following capabilities:

- (1) Receives, stores, and prepares (to in-

clude packing of parachutes and rigging of loads) 150 tons daily of selected items of all classes of supplies and equipment for airdrop by free, high velocity, low velocity drop techniques, or by low altitude extraction or drop systems.

- (2) Maintains the stock of airdrop supplies and selected items of all classes of supplies and equipment required for airdrop operations as determined by the FASCOM ICC.
- (3) Performs organizational maintenance on organic airdrop equipment and provides direct exchange for personnel parachutes used in army aircraft.
- (4) Assists, as required, in the loading of supplies in aircraft for airdrop, and the ejection of supplies from aircraft in flight.
- (5) Supplements, when necessary, the capabilities of other units engaged in parachute packing, parachute maintenance, and airdrop support operations. Provides technical assistance in recovery and evacuation of airdrop equipment.

i. The Field Service Company, General Support, Forward, TOE 29-114 (fig. 11-55), provides field services which include laundry, lightweight textile renovation, graves registration services, decontamination service, fresh baked bread, salvage, and a pool of general duty (labor) personnel. It is assigned in FASCOM to corps support brigades and is normally attached to Headquarters and Headquarters Company, Supply and Service Battalion on the basis of one per division supported and has the following capabilities:

- (1) Operates graves registration collection, evacuation, and identification points in support of division and non-divisional direct support graves registration activities.
- (2) Provides, when operating on two 10-hour shifts per day, bulk laundry and clothing exchange service in support of approximately 13,650 divisional

troops, or provides emergency clothing impregnation service. Maintains prescribed stocks of clothing for issue on an emergency basis to replace contaminated clothing.

- (3) Provides renovation of lightweight textiles in support of approximately 15,000 troops.
- (4) Performs third echelon chemical, biological, and radiological decontamination of critical installations, terrain, and materiel in support of 16,000 troops, using decontaminates listed in TM 3-320; operates emergency personnel decontamination station with a capacity of 480 individuals per hour; and/or, as required, is adaptable for emergency firefighting and mobile shower service. Individual section capabilities are as listed in paragraph 153, table III, FM 3/85.
- (5) When operating on two 10-hour shifts per day, bakes and provides fresh bread for approximately 15,000 divisional troops based on a normal bread ration of .5 pound per man per day.
- (6) Operates a salvage collecting point in the corps area, and provides limited classification of items turned in at each point.
- (7) Provides a pool of general duty (labor) personnel to augment operating element of general support units.

j. The Field Service Company, General Support, Army, TOE 29-124 (fig. 11-56), provides field services which include laundry, lightweight textile renovation, graves registration services, decontamination service, and a pool of general duty (labor) personnel. It is assigned in FASCOM to an army support brigade and is normally attached to Headquarters and Headquarters Company, Supply and Service Battalion on the basis of two per army support brigade and has the following capabilities:

- (1) Establishes, operates, and maintains a temporary military cemetery.
 - (a) Receives remains of deceased military and other personnel, as au-

thorized or as circumstances require, and establishes and/or confirms field identification of such remains.

- (b) Conducts appropriate burial services, supervises interment of remains, and prepares and maintains required burial records.
 - (c) Collects, inventories, records, and makes disposition of personal effects accompanying remains.
- (2) Provides reclamation laundry services or provides emergency clothing impregnation services. Maintains prescribed stocks of clothing for issue on an emergency basis to replace contaminated clothing.
- (3) Provides renovation of lightweight textiles in backup support of supported direct and general support renovation activities.
- (4) Performs third echelon chemical, biological, and radiological decontamination of critical installations, terrain, and materiel in support of 16,000 troops, using decontaminates listed in TM 3-320; operates emergency personnel decontamination station with a capacity of 480 individuals per hour; and/or, as required, is adaptable for emergency firefighting and mobile shower service. Individual section capabilities are as listed in paragraph 153, table III, FM 3-85.
- (5) Provides a pool of general duty (labor) personnel to augment operating elements of general support units.

k. The Direct Support Supply and Service Company, TOE 29-147 (fig. 11-57), provides direct support supplies and services to nondivisional troops. It is assigned in FASCOM to support brigades and is normally attached to Headquarters and Headquarters Company, Supply and Service Battalion on the basis of one per 15,000 nondivisional troops supported and has the following capabilities:

- (1) Provides direct support supplies and

services for approximately 15,000 nondivisional troops.

- (2) Operates supply and service points.
- (3) Requisitions, receives, stores, issues, and distributes class I, class III, and all class II and IV supplies except repair parts, maintenance materials, cryptographic supplies, medical supplies, and airdrop equipment.
- (4) Provides the following class III supply support:
 - (a) Bulk storage (collapsible tank 10,000 gal)—140,000 gal.
 - (b) Local delivery (2 trips—75 percent availability of vehicles):
 - 1,200 gallon tank trucks (8 ea)—14,400 gal.
 - 5,000 gallon tank trucks (9 ea)—67,500 gal.
 - (c) Bulk reduction to augment the capabilities of supported units when required.
- (5) Provides graves registration (collection, evacuation, and identification) services.
- (6) Provides, operating two 10-hour shifts per day, field laundry service for approximately 13,650 nondivisional troops based on a support requirement of 6 pounds per man per week. Maintains prescribed stocks of clothing for issue on an emergency basis to replace contaminated clothing.
- (7) Provides bath and clothing exchange service.
- (8) Provides renovation service for clothing and lightweight (launderable) textiles.
- (9) Provides, operating two 10-hour shifts per day, fresh bread based on a bread ration of .5 pound per man per day.
- (10) Maintains prescribed reserves of supplies for which the unit is responsible.

l. The Headquarters and Headquarters Company, Petroleum Supply Battalion, TOE 10-226. (fig. 11-58), commands, controls and su-

pervises the operations of attached petroleum units (both storage and distribution) which operate and maintain storage facilities and provide for wholesale distribution of petroleum products. It is assigned in FASCOM to support brigades on the basis of one per support brigade and has the following capabilities:

- (1) Maintains operational control of attached petroleum supply companies and transportation medium truck companies (petroleum).
- (2) Provides for the distribution of petroleum products to class III supply installation (direct support units and divisions) in the corps and army service areas.
- (3) Maintains a prescribe portion of the field army petroleum stockage through its attached units.

m. The Petroleum Supply Company, TOE 10-227 (fig. 11-59), provides and operates petroleum storage facilities for the wholesale transfer operations to division support commands and direct support petroleum supply platoons of the supply and service companies. The company lays, operates, and retrieves petroleum hoses, as required, and maintains a prescribed portion of the field army bulk petroleum stocks. It is assigned in FASCOM to support brigades and is normally attached to Headquarters and Headquarters Company, Petroleum Supply Battalion on the basis of the following capabilities:

- (1) Provides and operates collapsible bulk petroleum storage facilities.
- (2) Conducts bulk transfer operations in the forward movement (line-haul) of petroleum as required.
- (3) Can lay up to 22 kilometers (13.5 miles) of hose per day, operate, and retrieve 6 kilometers (3.7 miles) simultaneously over rolling terrain.
- (4) Maintains a prescribed portion of the field army bulk petroleum stocks.
- (5) Is capable of operating limited mobile filling station service.
- (6) Operates organic bulk storage and handling equipment as follows:

Storage capability (gallons) :

<i>Collapsible Tanks</i>	<i>Company</i>	<i>Platoon</i>	<i>Section</i>
1,250 barrel	945,000	315,000	157,500
10,000 gallon	360,000	120,000	60,000
Total	1,305,000	435,000	217,500
500 gal collapsible cells (Number)	60	20	10

- (7) Can establish and operate supply points at a maximum of six different locations.
- (8) Operates on a twenty-four hour basis.
- (9) Each supply platoon can operate independently when provided administration, messing facilities, and organizational supply and motor supply maintenance support.

n. The Transportation Medium Truck Com-

pany (Petroleum), TOE 55-18F (fig. 11-60), provides transportation for the movement of bulk petroleum products by motor transport. It is assigned in FASCOM to support brigades and is normally attached to Headquarters and Headquarters Company, Petroleum Supply Battalion on the basis of three per battalion and has the following capabilities:

- (1) Local hauls (four round trips per day): 900,000 gallons.
- (2) Line hauls (two round trips per day): 450,000 gallons.

o. Sales Detachments, consisting of 7 BA, 1 BB, and 1 BC teams of 10-500E, are attached to a supply and service battalion on the basis of one per corps and army support brigade.

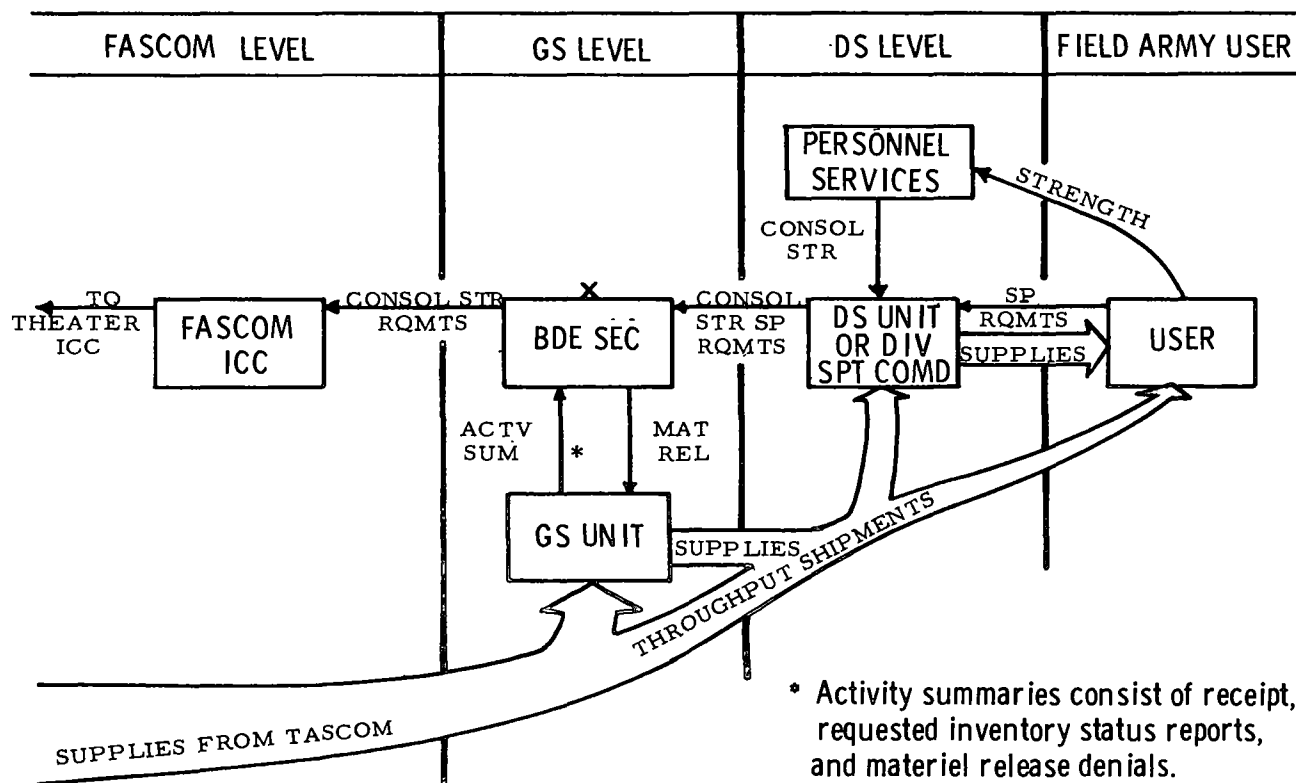


Figure 11-40. Items consumed according to strength.

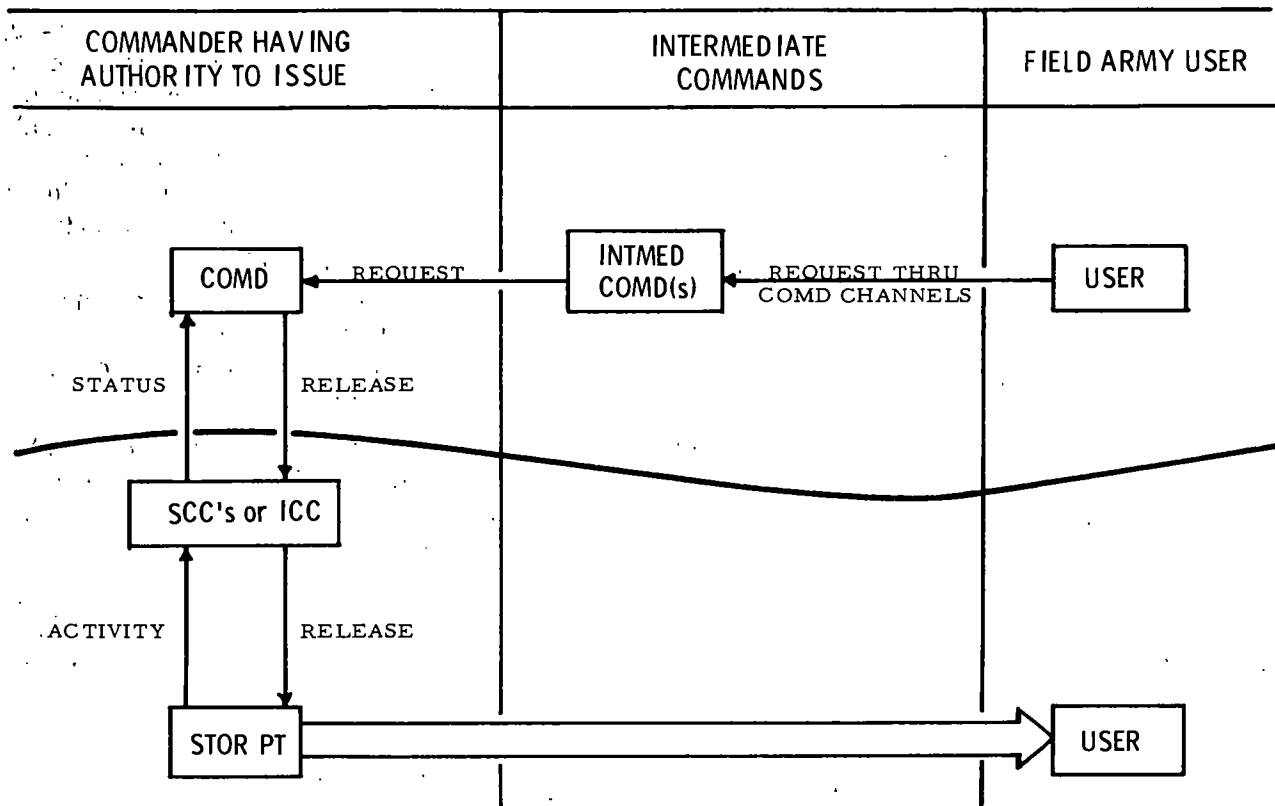


Figure 11-41. Class IV and regulated items.

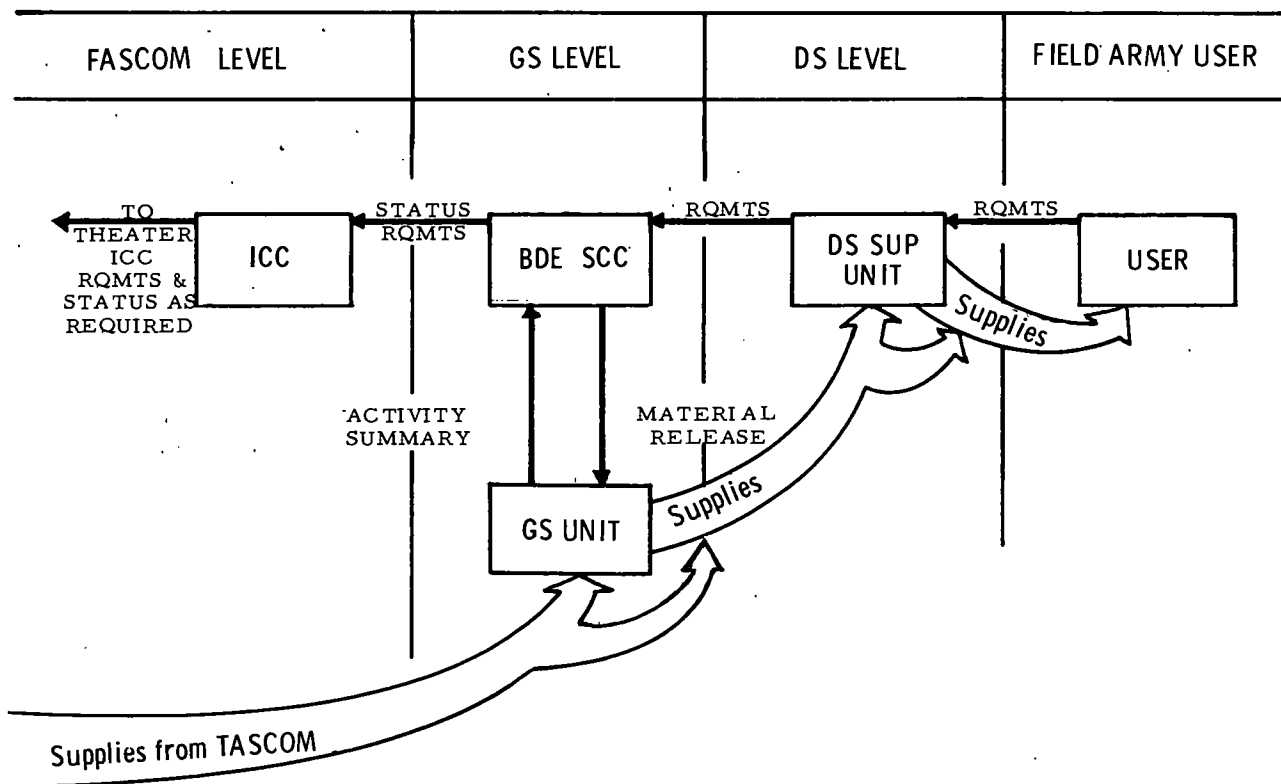


Figure 11-42. Class II supplies (nonregulated), Class III packaged.

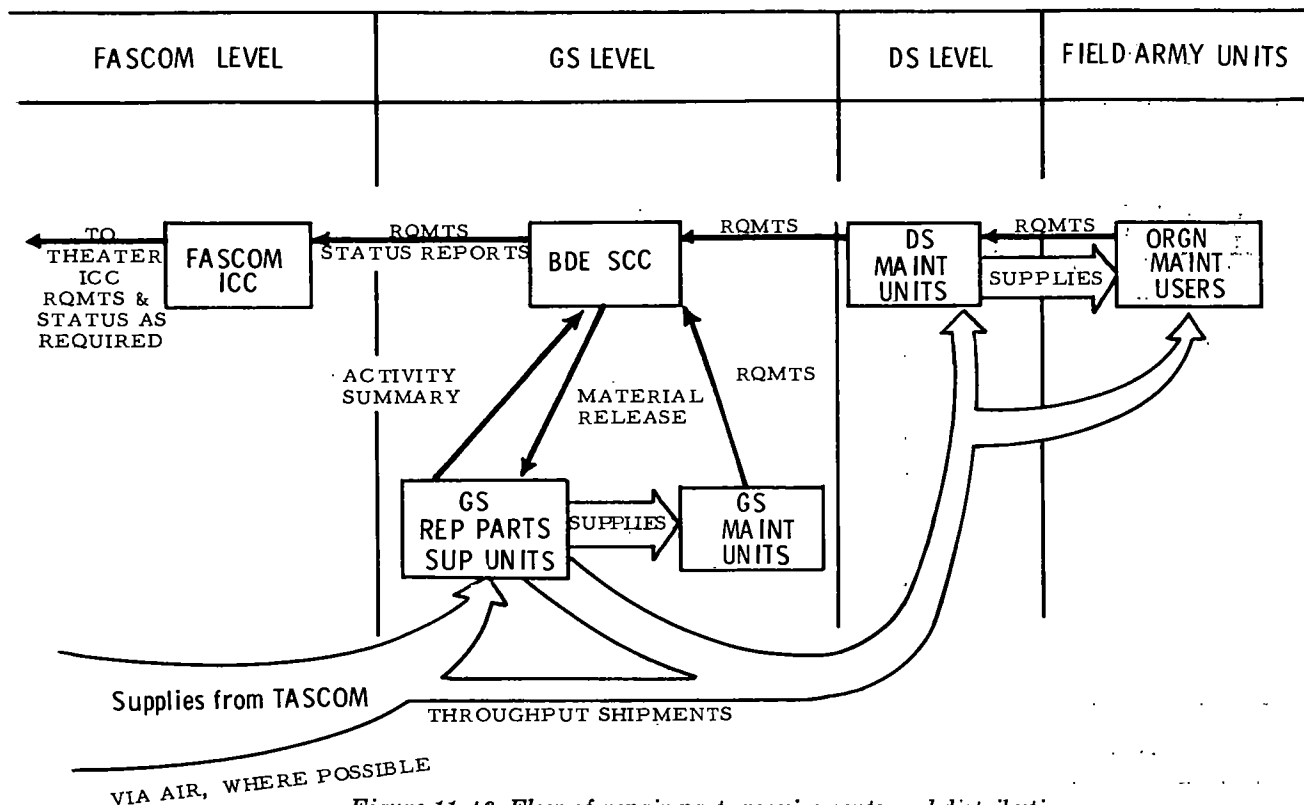


Figure 11-43. Flow of repair parts requirements and distribution.

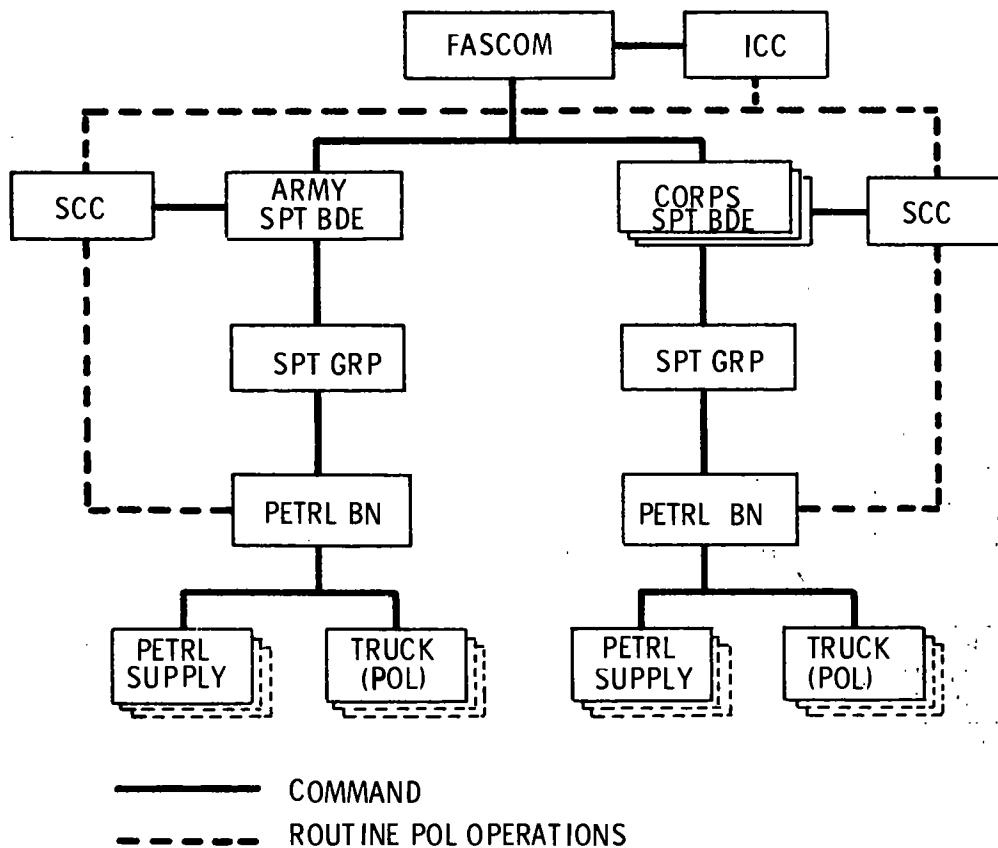


Figure 11-44. Organization for GS supply and distribution of bulk petroleum.

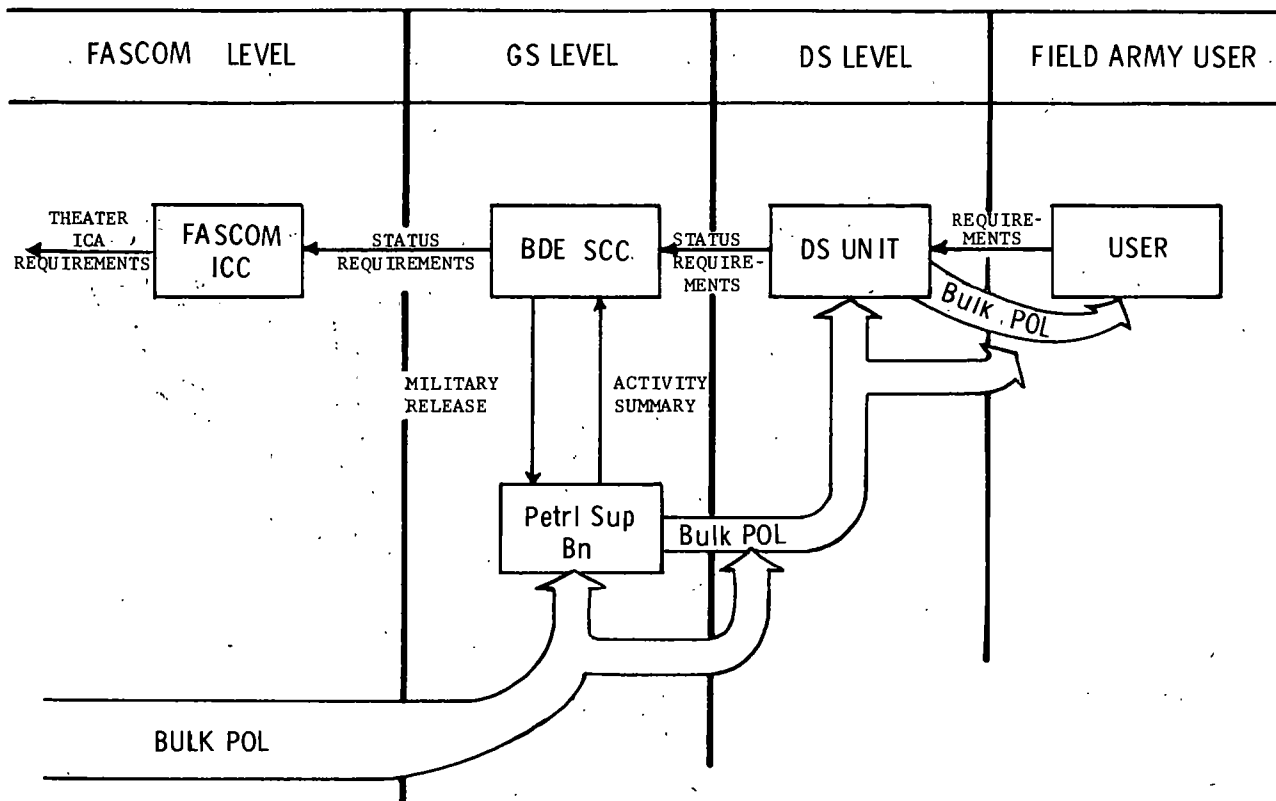


Figure 11-45. Bulk petroleum flow, FASCOM.

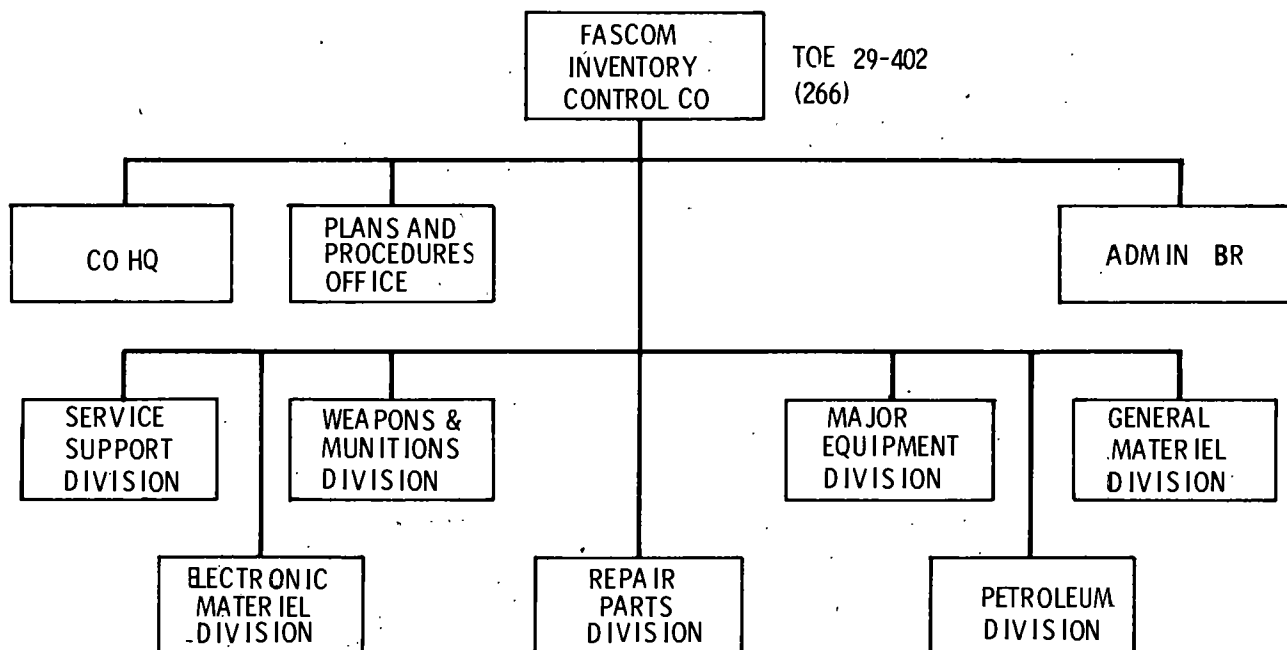


Figure 11-46. FASCOM inventory control company.

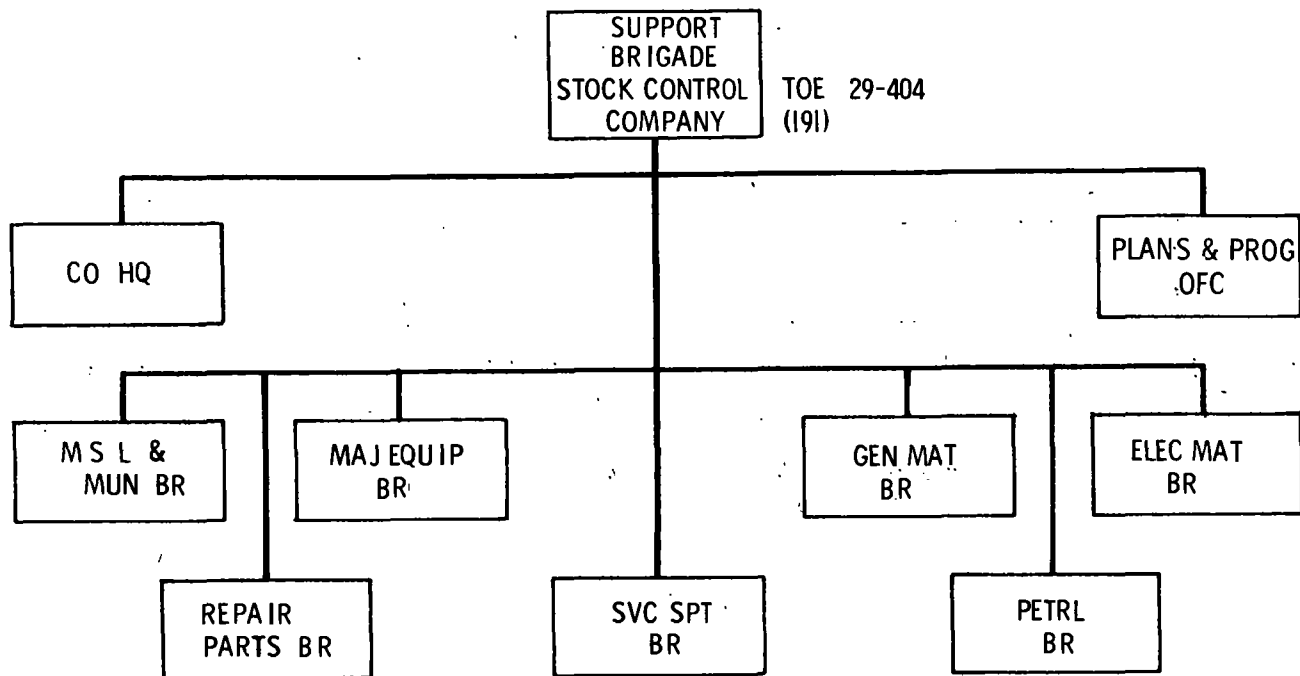


Figure 11-47. Support brigade stock control company.

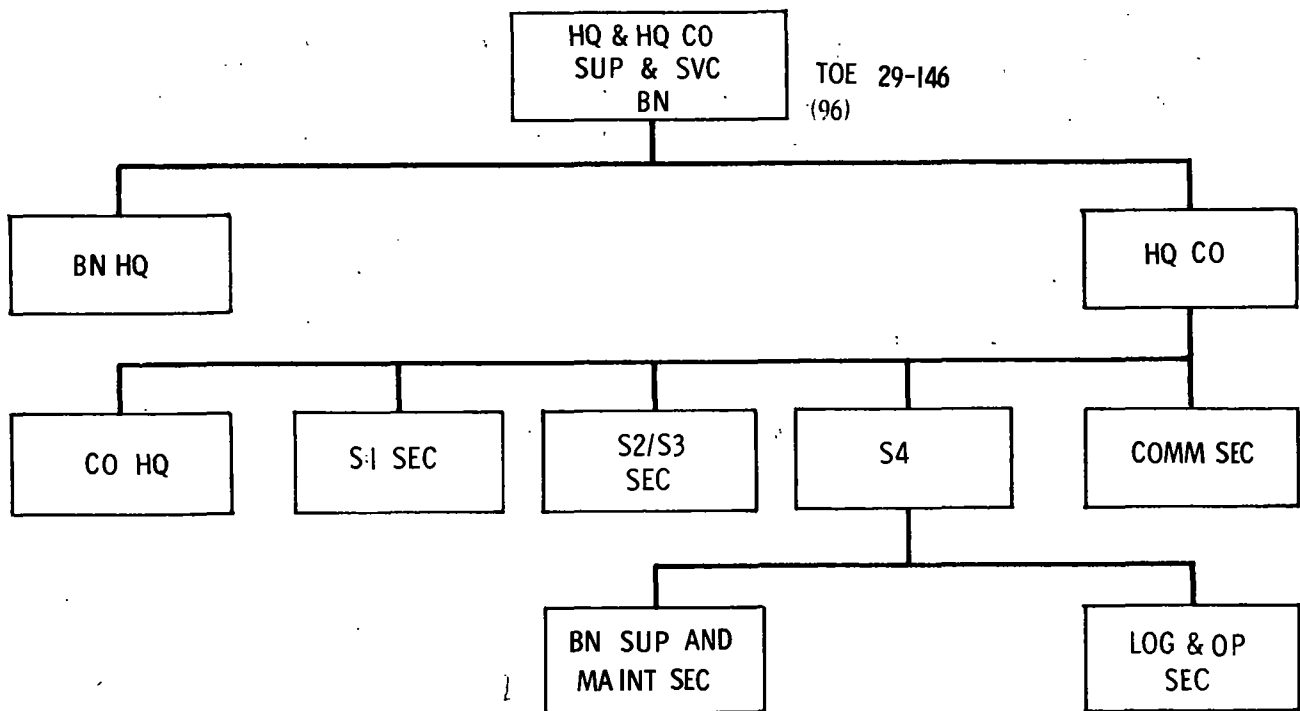


Figure 11-48. HHC, supply and service battalion.

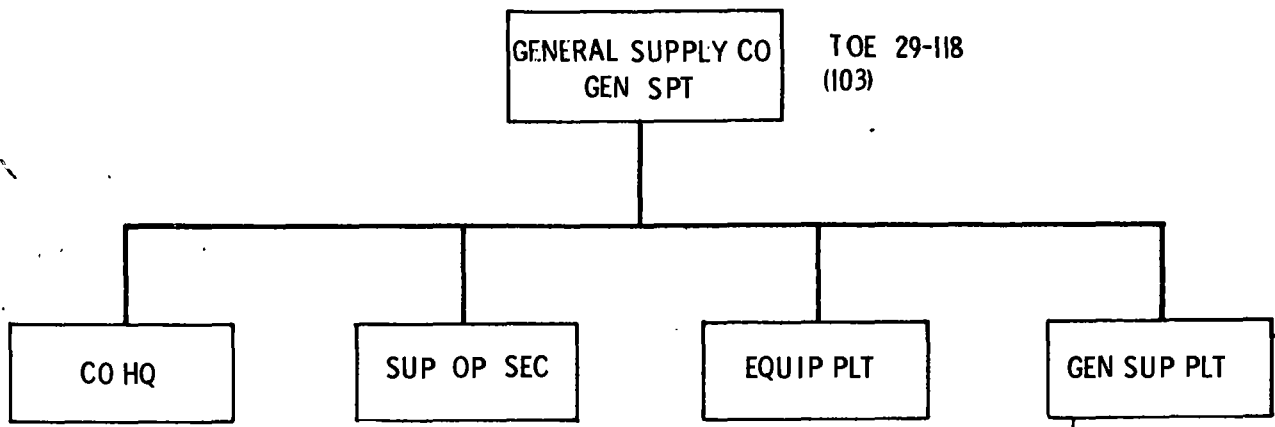
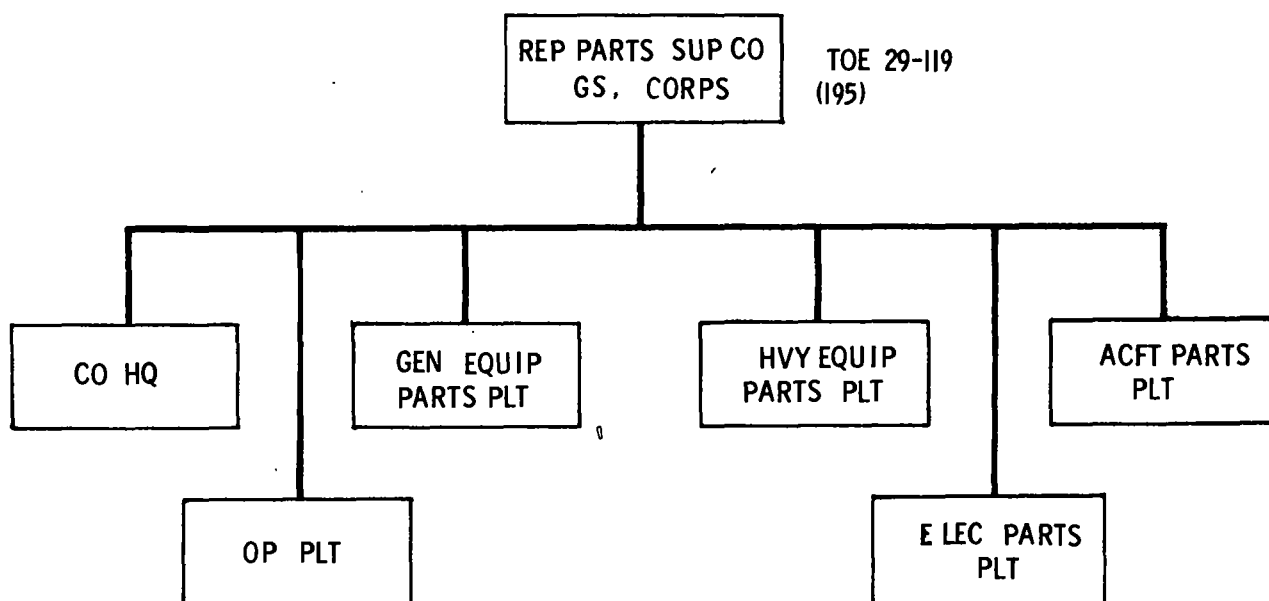


Figure 11-49. General supply company, general support.



*Figure 11-50. Repair parts supply company,
general support, corps.*

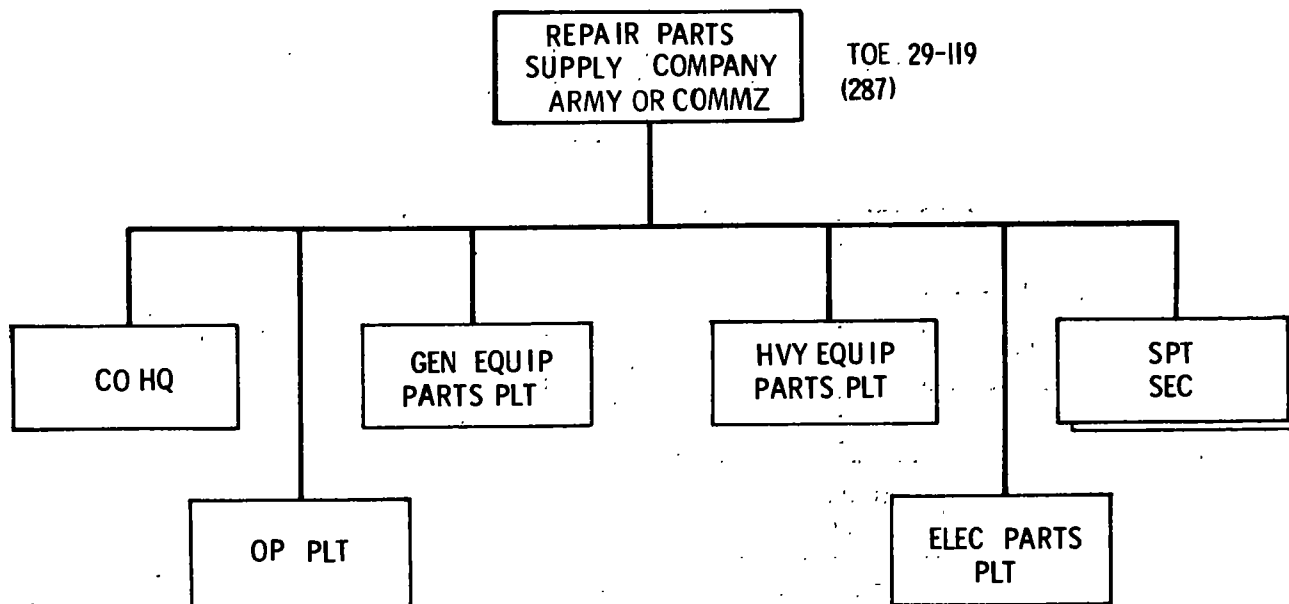


Figure 11-51. Repair parts supply company, general support, Army/COMMZ.

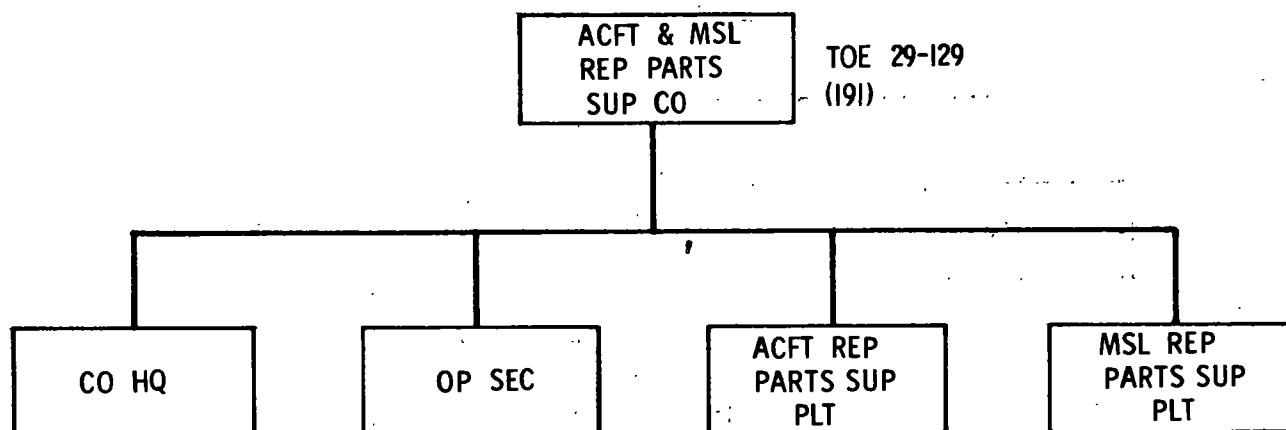


Figure 11-52. Aircraft and missile repair parts supply company, general support.

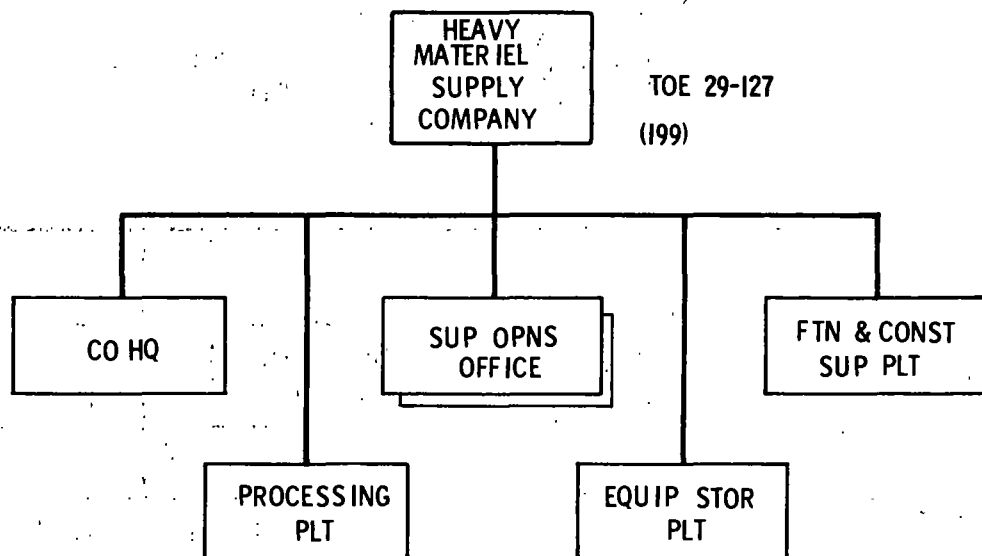


Figure 11-53. Heavy materiel supply company, general support.

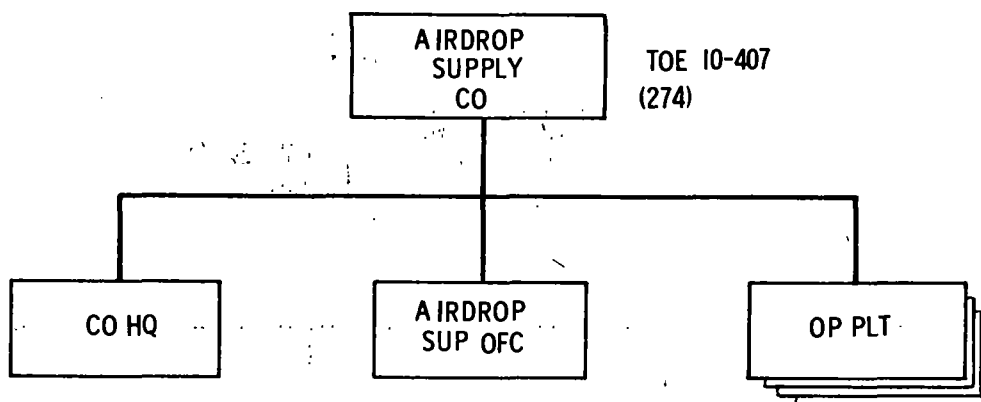


Figure 11-54. Airdrop supply company.

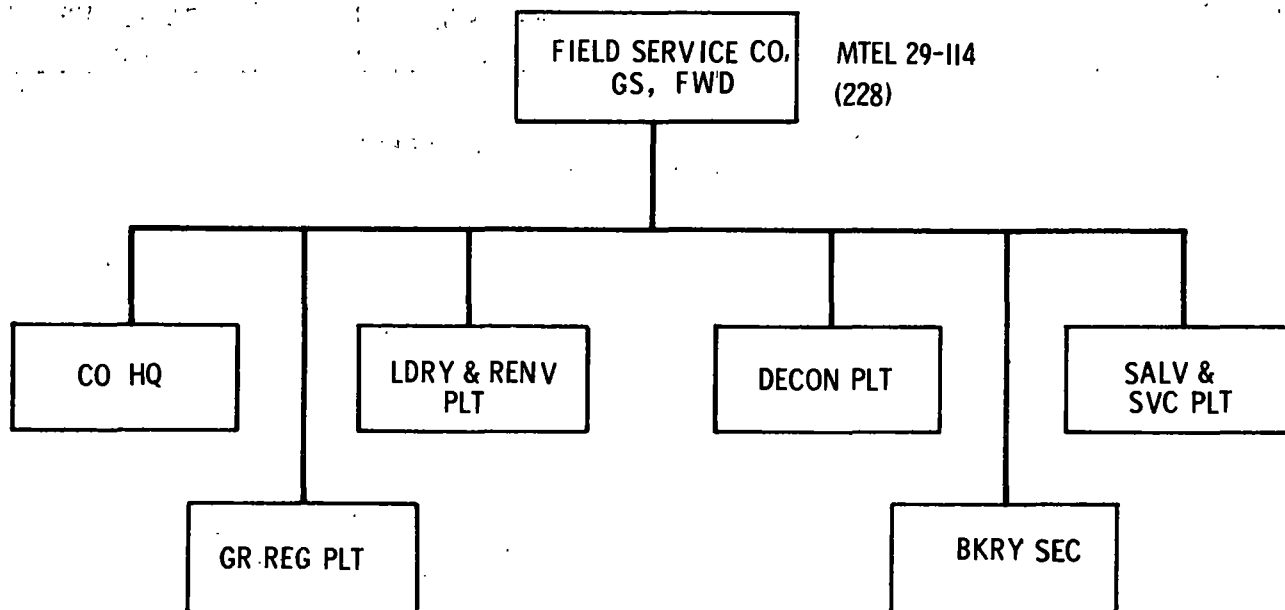


Figure 11-55. Field service company, general support, forward.

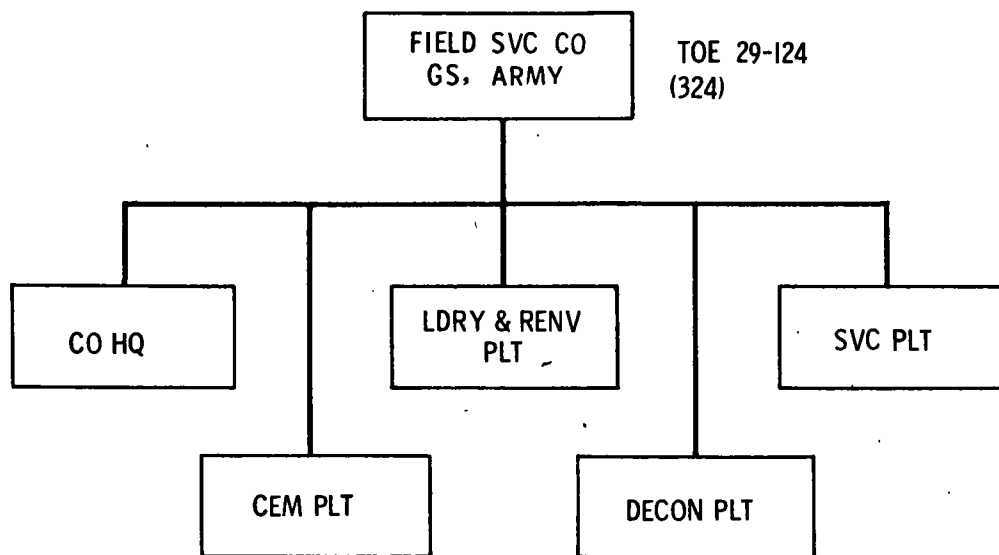


Figure 11-56. Field service company, general support, Army.

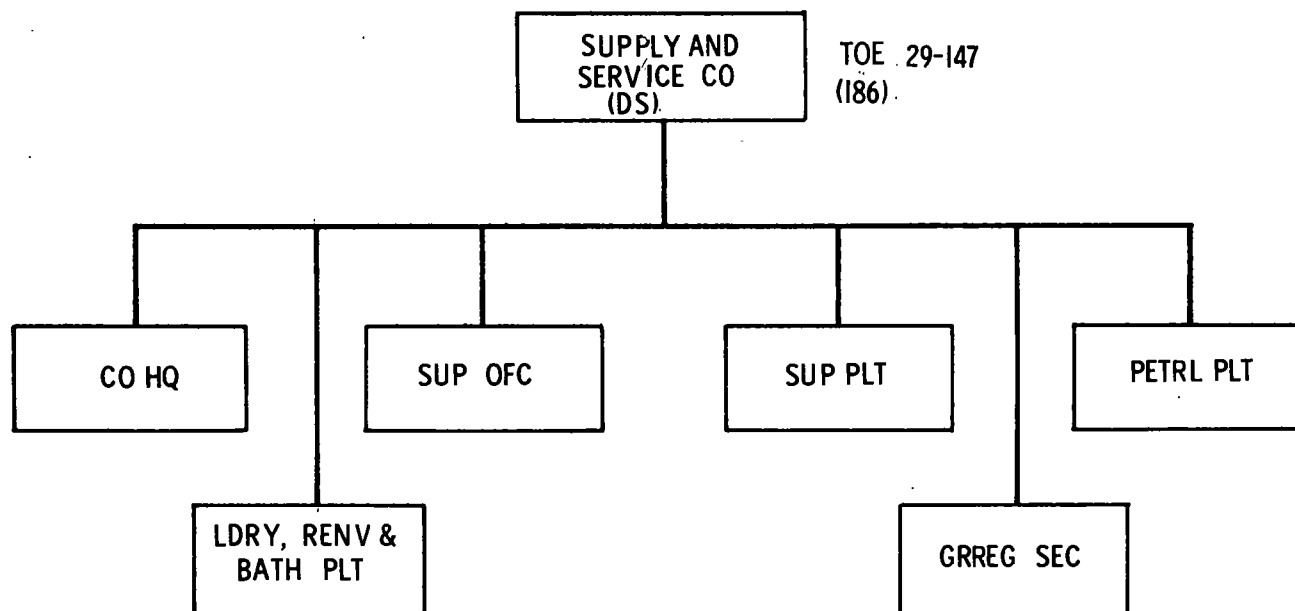


Figure 11-57. Supply and service company, direct support.

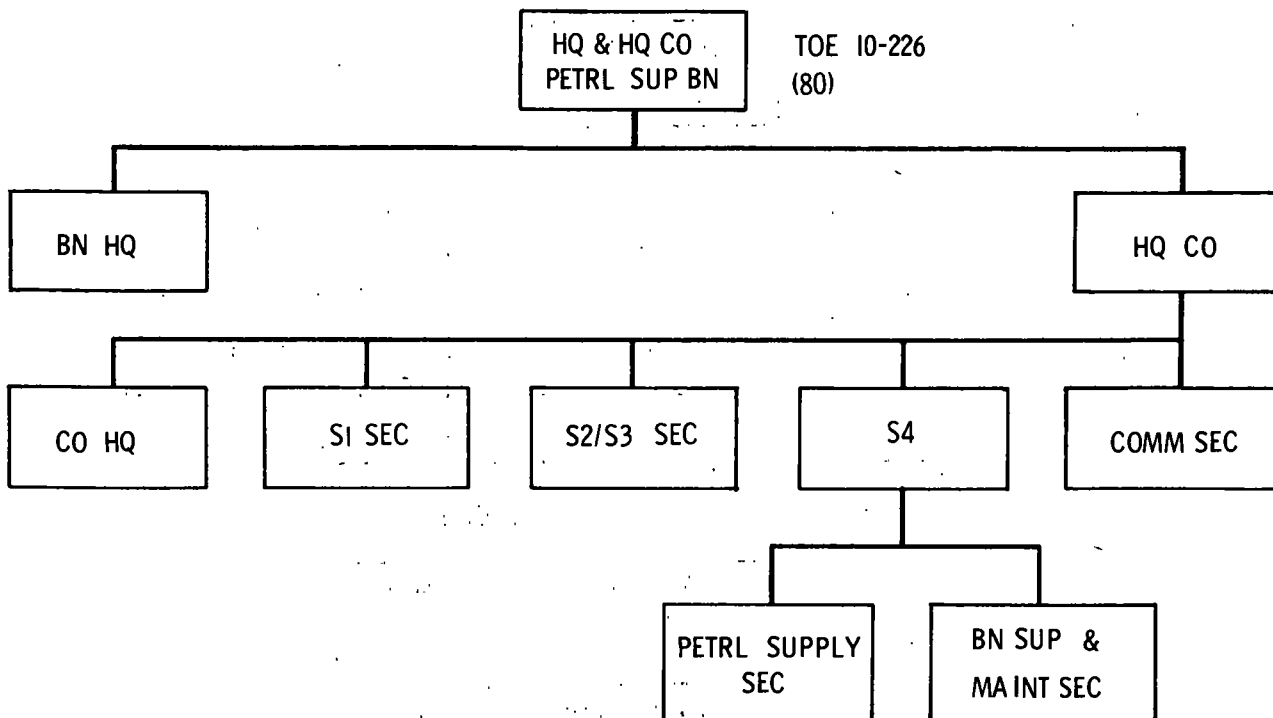


Figure 11-58. HHC, petroleum supply battalion.

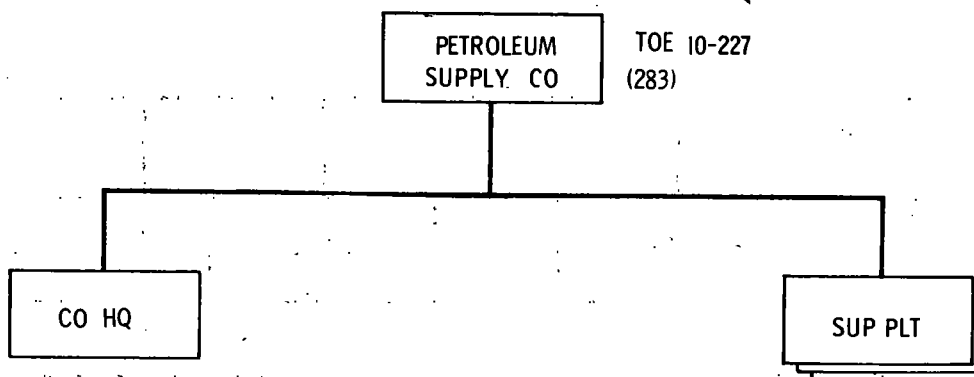


Figure 11-59. Petroleum supply company.

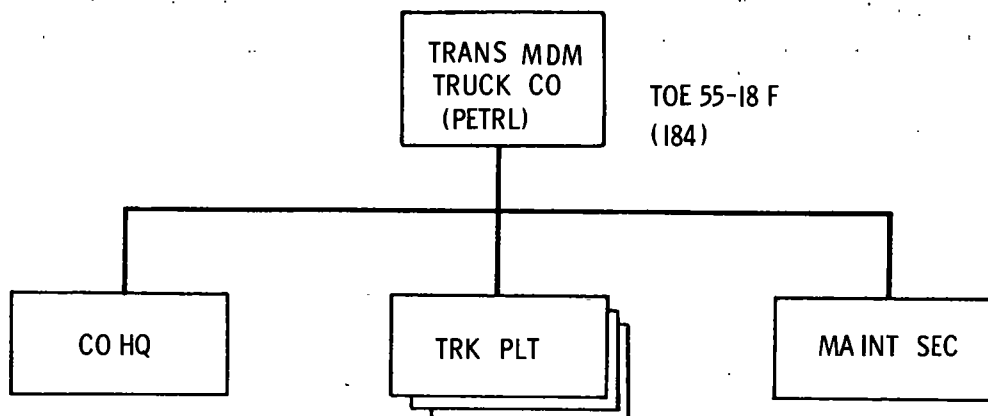


Figure 11-60. Transportation medium truck company, petroleum.

Section IX. AMMUNITION SERVICE

11-36. General

a. For the purpose of TASTA-70, ammunition service embraces supply and maintenance support of conventional and special ammunition to include maintenance of guided missile systems. This includes direct and general supply support of all types of conventional and special ammunition; direct supply support of all special ammunition repair parts, and repair parts for missiles supported by the land combat support set (LCSS); general supply support of repair parts peculiar to special ammunition; instorage maintenance of conventional ammunition; direct and general maintenance support of special ammunition materiel to include test and handling equipment; direct maintenance support of missile systems supported by LCSS; general maintenance support of all missiles, rockets, and missile system peculiar ground guidance, launching equipment, special tools and peculiar test and handling equipment used in support of mission items; and explosive ordnance disposal service.

b. Ammunition is defined as a contrivance charged with explosives, propellants, pyrotechnics, initiating composition or nuclear, biological, or chemical materiel for use in connection with defense or offense including demolition. Certain ammunition can be used for training, ceremonial, or nonoperational purposes. Generally, conventional ammunition is a grouping of all ammunition items which require stringent control, handling, and security and cannot be transported or stored in the same manner as general supplies (e.g., small arms ammunition, pyrotechnics, riot control chemicals, and high explosives). Special ammunition requires the highest degree of control, handling, and security. Included are such items as nuclear warheads, atomic demolition munitions, certain chemical and biological munitions, selected ammunition, and missile body assemblies.

c. Ammunition service to the field army during the TASTA-70 time frame is based upon the corps slice of the combat zone. Ammunition operating units required in support of a corps

slice are organized under the ammunition group attached to each corps support brigade. This method of providing ammunition service has the advantage of requiring the least organizational change in support of an independent corps force and is easily expanded to support either an eight or twelve division force by attaching an ammunition group to each corps support brigade.

11-37. Ammunition Service at the Direct Support (DS) Level

A major change has been made to ammunition service at the DS level in the combat zone. Conventional and special ammunition are combined and supplied by type tactical unit. For example, the special ammunition supply point (SASP) will stock all the ammunition (conventional and special) required in support of nuclear capable missile firing units. On the other hand, all the conventional and special ammunition required by firing units other than nuclear capable missile firing units will be furnished by the ammunition supply point (ASP). All of the special ammunition and about 200 tons of conventional ammunition at each ASP will be stored on wheels. These mobile stocks of conventional and special ammunition are referred to as the Mobile Ammunition Supply Point (MOBASP). The MOBASP may be located near or forward of the ASP depending upon how fluid the combat situation becomes. It is organic to the ammunition company (Ammunition Company, Conventional/Special, DS) that operates the ASP. There are two special ammunition supply companies, missile, per corps slice, each of which is capable of establishing two SASP's for a total of four. In addition, there are three ammunition companies, conventional/special, DS, per corps slice, each of which is capable of establishing an ASP and a MOBASP for a total of three ASP's and three MOBASP's. Supply point distribution is the normal method of providing ammunition (conventional and special) to all firing units. For low and mid intensity conflicts, special ammunition units at the DS level will be used

to provide conventional ammunition service unless otherwise directed by appropriate authority.

11-38. Ammunition Service at the General Support (GS) Level

The TASTA concept does not make a distinction between the ammunition stored in the rear of the corps area and the army service area, as was the case in COSTAR. The reason being that all ammunition stored in rear of the DS level is positioned to provide dispersion of stocks, provide a source of supply in the event forward ASP's and SASP's are overrun, provide replenishment shipments to forward supply points when requirements cannot be met by COMMZ depots, and provide a source of ammunition to units located in the army service area. The actual positioning of these reserve stocks will vary in depth (rear of corps to army service area) and laterally (one or more stockage locations) dependent upon the tactical situation. Conventional and special ammunition stocks are stored and supplied separately at the GS level. Operating units for the provision of ammunition service at the GS level are similar to those developed for COSTAR.

11-39. Stockage Levels

It is expected that the theater will be based upon a 45 day supply level of ammunition. Ten of the 45 days will be authorized the combat zone. Within the combat zone three days are positioned at the DS level and the remaining seven days of ammunition stocks will be at the GS level.

11-40. Shipment of Ammunition

a. Unitized Loads. All conventional ammunition will be assembled in palletized or containerized loads at the manufacturer for distribution down to and including the direct support level in the combat zone. Pallets are not to exceed 1½ tons each and containers will not exceed 5 tons each. These loads of ammunition will be assembled consistent with the explosive compatibility requirements of applicable Army explosive safety regulations.

b. Throughput of Ammunition. Figures 11-61 and 11-62 show the flow of conventional and special ammunition respectively. The movement of special ammunition depends upon command decision; therefore, throughput of special ammunition will be governed by the desires of the tactical commander to whom these items are allocated. Figure 11-61 shows the average or equal distribution of conventional ammunition to each corps slice of the combat zone; however, this is subject to change with each mission assigned each corps and expenditure restrictions imposed by each tactical commander. Normally the field army commander allocates ammunition to each corps based upon the main and secondary tactical efforts. Therefore, throughput of ammunition will require close coordination between the inventory control center (ICC) and the movements control center (MCC) at FASCOM, and the stock control center (SCC) and MCC of the corps support brigades to insure ammunition is routed or rerouted to meet tactical changes. In addition, coordination will be necessary between the FASCOM, corps support brigades and the ammunition groups to shift ammunition operating units between corps slices to meet the varying lift requirements.

11-41. Tactical Control of Ammunition

a. Conventional Ammunition. The theater army commander allocates ammunition to the field army at the time the mission is assigned. The field army commander suballocates to subordinate corps, and corps to divisions. Each tactical commander normally allocates ammunition based upon the main and secondary tactical efforts. The ICC is provided control information by the FASCOM headquarters based upon the allocation information received from the field army. The SCC receives similar information from the corps through the corps support brigade headquarters.

b. Special Ammunition. The "ownership" or allocation characteristic of special ammunition is different from conventional ammunition. The allocation of special ammunition is from commanding general (CG) theater army, to

CG, field army, to CG, corps, to CG, division. As a result, the commanding officer of an intermediate logistical headquarters (e.g., FASCOM, corps support brigade or ammunition group) cannot effectively influence control, supply, or resupply of special ammunition but can only provide the means to carry out the desires of the tactical commander. A special ammunition logistical element (SALE) is formed from the resources available to the logistical commanders to accomplish control of special ammunition at the army and corps tactical operations centers. In general terms, the mission of the SALEs is to be immediately responsive to the army and corps commanders in expediting the supply of special ammunition from the tactical operations centers through the ICC/SCC to the storage locations.

11-42. Ammunition Service Management

a. Ammunition service staff personnel are integrated into the FASCOM and corps support brigade staffs. FASCOM provides staff supervision over ammunition service for the entire field army. The corps support brigade manages ammunition service for a corps slice of the combat zone.

b. Ammunition, as a commodity, is under the management of the inventory control center at FASCOM and stock control centers of the corps support brigades. The FASCOM inventory control center (ICC) coordinates the distribution of credit information (allocation of ammunition by field army to subordinate corps) with the SCC's, and provides centralized control in order to reroute or redistribute ammunition between corps. As a matter of routine, however, the corps support brigade SCC's have complete logistical control over ammunition service within its particular corps slice of the combat zone. Both the FASCOM ICC and the corps support brigades SCC's have the organic capability to form a special ammunition logistical element (SALE) to logistically assist tactical commanders in expediting the supply of special ammunition. The SALE's will be physically located at the corps and field army tactical operations centers.

11-43. Surveillance of Ammunition

The workload in the area of surveillance of ammunition includes in-storage monitoring of materiel readiness, safety as it pertains to ammunition service operations, technical escort service, and allied records and reports. Technical escort service includes the use of qualified personnel to accompany shipments of special ammunition for safety and security reasons. Ammunition surveillance personnel are included in the TOE of ammunition service organizations down to and including company level. Explosive ordnance disposal and decontamination personnel as appropriate will be placed on "stand-by" status to backup surveillance personnel in event of accident or incident during shipment.

11-44. Maintenance of Ammunition

a. *Conventional Ammunition.* Maintenance of conventional ammunition within the theater is limited at both the DS and GS level, and in the communications zone to in-storage maintenance; e.g., repairing containers, removal of rust, cleaning, spot painting, and restenciling. Ammunition requiring maintenance more extensive will either be demilitarized, destroyed or otherwise disposed of, or appropriate specialized supervisory personnel and equipment from the Army Materiel Command, CONUS, will be provided to insure it is returned to a serviceable condition. Conventional ammunition companies have the capability to perform in-storage maintenance of conventional ammunition.

b. *Special Ammunition* (less Class II & IV missile system components). The degrees of special ammunition maintenance include organizational, direct and general support. Organizational maintenance consists of that maintenance required to insure materiel readiness and is performed by the using unit. Generally, direct support maintenance of special ammunition consists only of direct exchange. There is little or no maintenance capability at the direct support level. The actual repair of unserviceable special ammunition is at the general support level and is performed by the special ammunition company, general support for return to stock.

c. Missile systems Class II & IV components.

- (1) Direct support maintenance of missile systems (Hawk, Nike Hercules, Sergeant, and Pershing) is provided by direct support maintenance elements organic to the missile firing battalion. However, missile systems, (Lance, Shillelagh, TOW, Chaparral and Redeye) supported by the "Land Combat Support Set (LCSS)" will be provided direct support maintenance on an area basis by TOE 9-500 detachments.
- (2) General support maintenance of guided missile systems will be provided by the general support guided missile maintenance companies. These companies are assigned to the DS/GS ammunition battalion on basis of one per corps slice of the combat zone. The company provides general support maintenance of those missile systems requiring systems oriented tools and equipment as well as LCSS.

11-45. Repair Parts Distribution

a. Special ammunition peculiar repair parts: General supply support of repair parts peculiar to special ammunition will be provided by the general support special ammunition company. Direct supply support of these repair parts will be provided by the special ammunition supply company, missile, and the direct support ammunition company, conventional/special.

b. Common repair parts for special ammunition: Class II & IV common repair parts for special ammunition will be provided by the repair parts companies of the corps support brigades supply and service battalion.

c. Class II & IV repair parts for missile systems: General supply support of Class II & IV repair parts peculiar to missile systems will be provided by the aircraft and missile repair parts company of the army support brigade supply and service battalions. However, general supply support of common Class II & IV repair parts for missile systems will be pro-

vided by the repair parts companies of the corps and army support brigades. Direct support of these repair parts will be provided by the LCSS detachments and organic direct support maintenance elements of missile firing battalions.

11-46. Explosive Ordnance Disposal Service

Explosive ordnance disposal service will be provided the combat zone by control and disposal detachments. This service will be performed consistent with the policies and procedures of the ACofS, Security, Plans and Operations, FASCOM. EOD service is requested through RAS/ADC channels. The RAS/ADC centers place requirements on the EOD control detachment, who in turn directs the appropriate disposal detachment to take necessary action. In the event it becomes necessary, priorities will be established in accordance with the policies of the ACofS, Security, Plans and Operations.

11-47. Organizations and Capabilities

a. Ammunition service, Corps Support Brigade. The organizational structure for the provision of ammunition service to a corps slice of the combat zone is as shown in figure 11-63. Ammunition service staff personnel are integrated into the corps support brigade headquarters as follows:

- (1) ACofS, supply. An ammunition services division is included in the organization of the ACofS, supply, for each corps support brigade. It consists of ammunition service staff personnel qualified in the supply and maintenance of conventional ammunition and the supply and maintenance of special ammunition (less maintenance of Class II and IV missile systems components).
- (2) ACofS, maintenance. Ammunition service staff personnel who are specialists in the field of missile systems maintenance are integrated into the appropriate subdivisions within the

organization of the ACofS, maintenance.

- (3) Stock control center (SCC). The corps support brigade SCC has a "Missile and Munitions Division" for the stock control of ammunition for a corps slice within the combat zone. The missile and munitions division consists of those ammunition service staff personnel required to operate full time from the primary SCC location and a minimum duplication of personnel to operate from the alternate SCC location.

b. Headquarters and Headquarters Company, Ammunition Group, TOE 9-22 (fig. 11-64) provides command and operational control over one direct support (DS) and one direct support/general support (DS/GS) ammunition battalion providing ammunition service to a corps slice of the combat zone. It supervises the supply and maintenance of conventional and special ammunition and general supply support of special ammunition peculiar repair parts. It is assigned to the corps support brigade on the basis of one per corps slice or one per independent corps. There is one DS ammunition battalion with five operating companies, and one DS/GS ammunition battalion with four operating companies and a military police physical security company attached for the provision of ammunition service to a corps slice or independent corps. The DS ammunition battalion may have up to two missile support detachments "EK" TOE 9-500. These detachments are required on basis of two per corps slice; however, they may be attached to ammunition or maintenance battalion whichever best serves the users.

c. Headquarters and Headquarters Company Ammunition Battalion, TOE 9-36, (fig. 11-65) provides command and operational control over four or five operating companies. This unit is employed in both the DS and DS/GS roles. In the DS role this consists of two special ammunition supply companies, missiles and three DS ammunition companies, conventional/special. There are two DS/GS ammunition companies, one GS special ammunition com-

pany, and one GS guided missile maintenance company attached to the battalion in the general support role. It furnishes ammunition service data on about 400 line items of conventional ammunition for the accomplishment of stock control by the corps support brigade (CSB) stock control center (SCC). Ammunition battalion headquarters are attached to the ammunition group, CSB, on the basis of two per corps slice or independent corps. In addition, one ammunition battalion headquarters is normal for an independent division force.

d. Ammunition Company, Conventional/Special, DS, TOE 9-37 (fig. 11-66) provides direct support of conventional and special ammunition to using units other than nuclear capable missile firing units in the forward corps area. This includes the supply and in-storage maintenance of conventional ammunition and supply of complete round special ammunition to artillery, engineer, and infantry units located in the area of responsibility and support of repair parts for nuclear weapons test equipment. Provides technical assistance and supply support to both internal operations and firing and emplacement (F&E) units. Provides an evacuation channel to the special ammunition GS level for all unserviceable special ammunition, nuclear weapons test equipment, training items and related materiel. It is assigned to a corps support brigade or corps support command ammunition battalion, DS, on the basis of three per corps slice of the field army. It has the following capabilities: Lift approximately 1,200 short tons of conventional ammunition per day. The establishment of a mobile ammunition supply point (MOBASP) near or forward of the ASP. The MOBASP can mobilize 100 percent of the special ammunition stocks and about 200 tons of conventional ammunition. Security for classified storage areas and for the movement of classified materiel are provided by organic military police elements.

e. Special Ammunition Supply Company, Missile, TOE 9-47 (fig. 11-67) provides complete round special ammunition and conventional ammunition DS support to nuclear capable missile and large rocket firing units located in the combat zone. Provides mainte-

nance calibration and maintenance support for nuclear weapons test equipment. Provides technical assistance and technical supply support for both internal operations and missile and large rocket firing units. Provides an evacuation channel to the special ammunition general support level for all unserviceable special ammunition, nuclear weapons test equipment, training items and related materiel. It is assigned to a corps support brigade or corps support command ammunition battalion, DS, on the basis of two per corps slice of the field army and one storage and issue platoon from the company for an independent division force. Capabilities include—Provides conventional and special ammunition support to missile and large rocket firing units at two separate locations, through the use of two storage and issue platoons. Provides technical assistance to supported units. This assistance is made available through the medium of technical assistance teams. Receives, stores, and issues mission items. Provides security for the classified storage areas and for the movement of classified materiel for internal operations.

f. Ammunition Company, DS/GS, TOE 9-38 (fig. 11-68) establishes and operates storage area for receipt, storage, and issue and/or shipment of all items of conventional ammunition to include certain high density, low maintenance missiles in support of troop units within the field army. Performs limited maintenance of conventional ammunition items, components, and containers. It is assigned to a corps support brigade ammunition battalion DS/GS, on the basis of two per corps slice of the field army, and one per independent division force. Capabilities include: Lift about 1,680 short tons of conventional ammunition per day. Maintains ammunition lot locator, surveillance and other records as may be necessary. Operates from two separate locations when required. Performs in-storage maintenance (repairing containers, cleaning, spot painting, restenciling) of conventional ammunition.

g. Special Ammunition Company, GS, TOE 9-48 (fig. 11-69) provides complete round general supply support for missiles, large rockets,

nuclear projectiles and atomic demolition munitions to include replacement components and general support of special ammunition peculiar repair parts. (Class II and IV common repair parts for special ammunition are supplied by the repair parts company, GS.) Furnishes special ammunition and associated test and handling equipment, direct and general maintenance support in the field army area to include repair of nuclear weapons, training equipment, weapon disassembly, assembly and repair, component replacement, modification, surveillance, maintenance calibration (less missile peculiar electronic and mechanical assemblies and test equipment). Provides for the evacuation of repairable, unserviceable missile peculiar electronic and mechanical assemblies and components to a guided missile general support company or to designated CONUS facilities. Performs evacuation, demilitarization, disposition and/or destruction of unrepairable missiles and large rockets, and unusable/unrepairable nuclear weapons materiel. Furnishes, within unit capabilities, direct supply support to firing units in the army service area. It is assigned to a corps support brigade ammunition battalion, DS/GS, on the basis of one per corps slice of the field army. Capabilities include: Receiving, storing, shipping, or issuing and performing surveillance of mission materiel. Performing maintenance of mission items, component replacement, modification, disassembly and assembly of all components, except missile peculiar electronic and mechanical components.

h. Guided Missile Maintenance Company, GS, TOE 9-59 (fig. 11-70) provides general support maintenance for all nonexplosive components of supported missile systems to include missile system peculiar ground guidance, launching, test, and handling equipment. Performs inspection, modification, and maintenance of missiles and missile components (less warhead sections and explosive components), in the theater ammunition service system. Furnishes, within unit capabilities, direct supply and maintenance support to missile firing units in the army service area. It is assigned to the corps support brigade, ammunition battalion DS/GS on the basis of one per corps slice of the combat zone. Capabilities include: Pro-

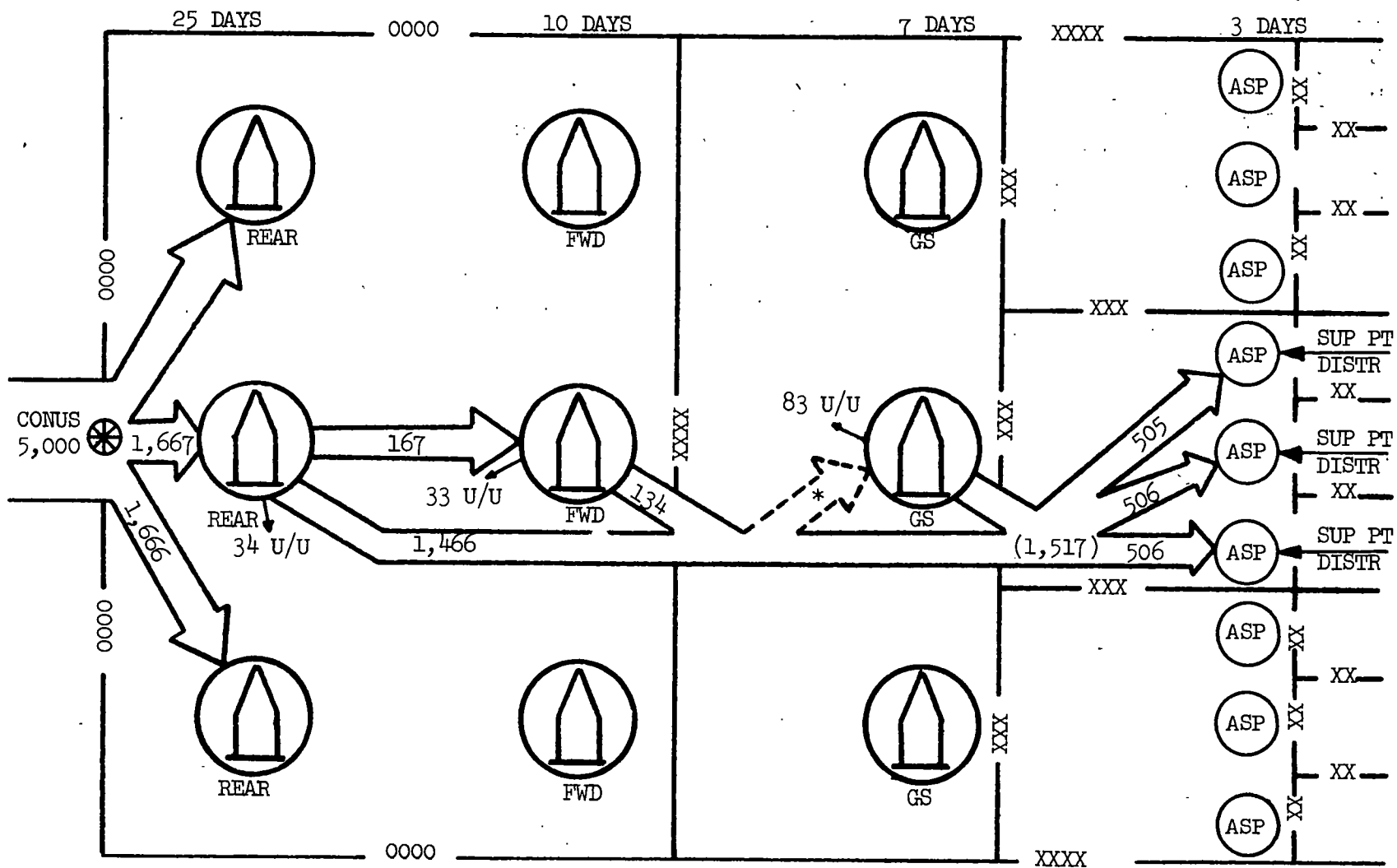
viding general support maintenance and repair of assemblies, subassemblies, test equipment, ground support equipment, and technical assistance in support of Nike Hercules, Hawk Pershing, and Sergeant missile systems. Performing general support maintenance and repair (to piece part level if required) for assemblies, subassemblies, test equipment, and ground support equipment in support of Lance, Shillelagh, TOW, Redeye, and Chaparral missile systems. Furnishing technical assistance to using units and the special ammunition company, GS, as required.

i. Military police physical security company. Military police physical security companies are attached to the corps support brigades' ammunition battalions, DS/GS on the basis of one per special ammunition company, GS. The mission, assignment, capabilities and basis of allocation are covered in paragraphs 11-25 through 11-27.

j. Explosive Ordnance Disposal Control Detachment, TOE 9-500, provides operational control, planning and administrative service related to mission operations of disposal detachments for a corps slice in the combat zone. It operates an EOD control center. It is assigned to corps support brigade on the basis of one per corps slice of the field army. EOD control detachments are attached to ammunition groups. Capabilities include: Operation of an EOD control center and the assignment of specific disposal missions. It provides operational and technical direction and coordinates

support of disposal activity (technical intelligence, engineer equipment etc.). It evaluates activities of disposal units and recommends distribution of personnel and equipment to balance workloads. It has the authority to move personnel and equipment to meet high-priority operations. It conducts liaison with corps and FASCOM RAS/ADC centers.

k. Explosive Ordnance Disposal Detachments, TOE 9-500, performs final reconnaissance, identification, renders safe, recovers, and performs field evaluation of U.S. and foreign unexploded ordnance, disposes of unexploded ordnance rendered hazardous by damage or deterioration and performs technical assistance. It is assigned to corps support brigade on the basis of five per corps slice of the field army or one per 30,000 troops, whichever is the largest authorization. Capabilities include the support of munitions logistic activities on a standby basis (e.g., shipment of nuclear weapons, chemical and biological munitions). It provides instruction for and assists ammunition storage units in the disposal of unserviceable munitions when the workload is beyond the capability of logistic units and does not interfere with basic EOD mission. Provides EOR training, as required. Develops render safe procedures and special tools for dealing with first seen foreign explosive ordnance. Assists technical intelligence units in developing data on foreign munitions. Provides instruction and assistance to ammunition storage units in the preparation and conduct of emergency destruction plans.



* Stocks diverted in excess of DS requirements.

Figure 11-61. Flow of conventional ammunition (corps slice of theater in short tons per day).

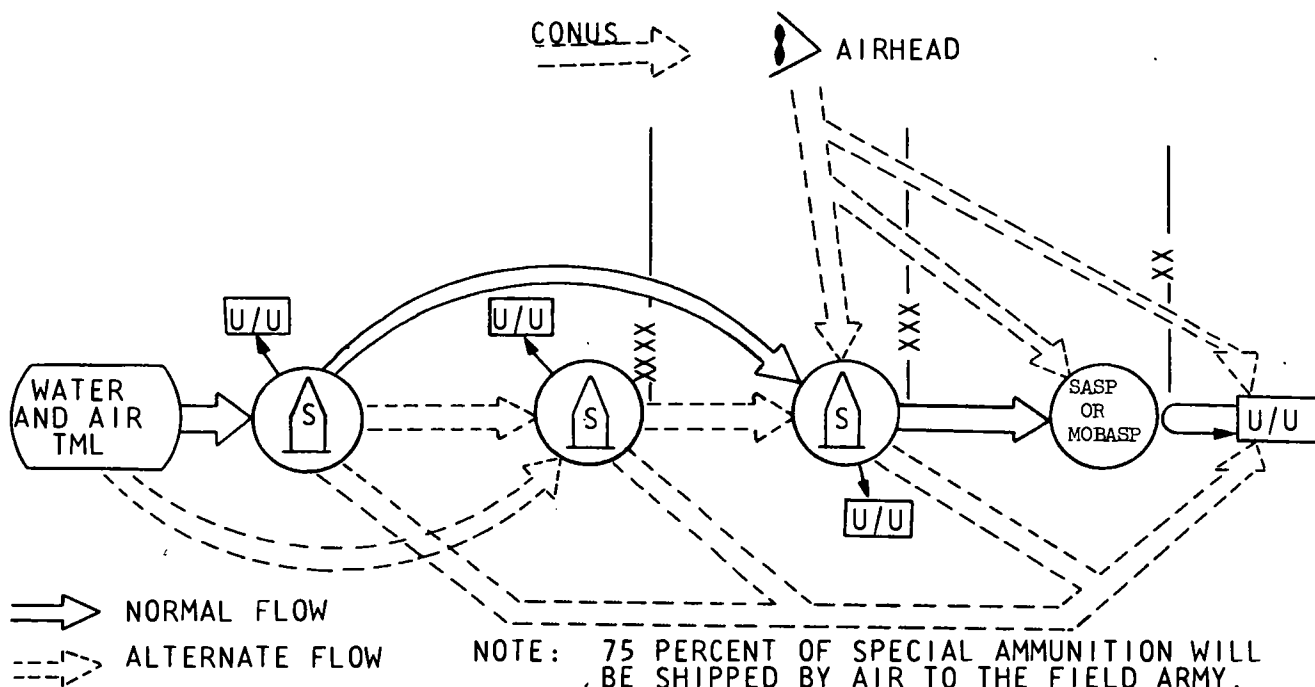
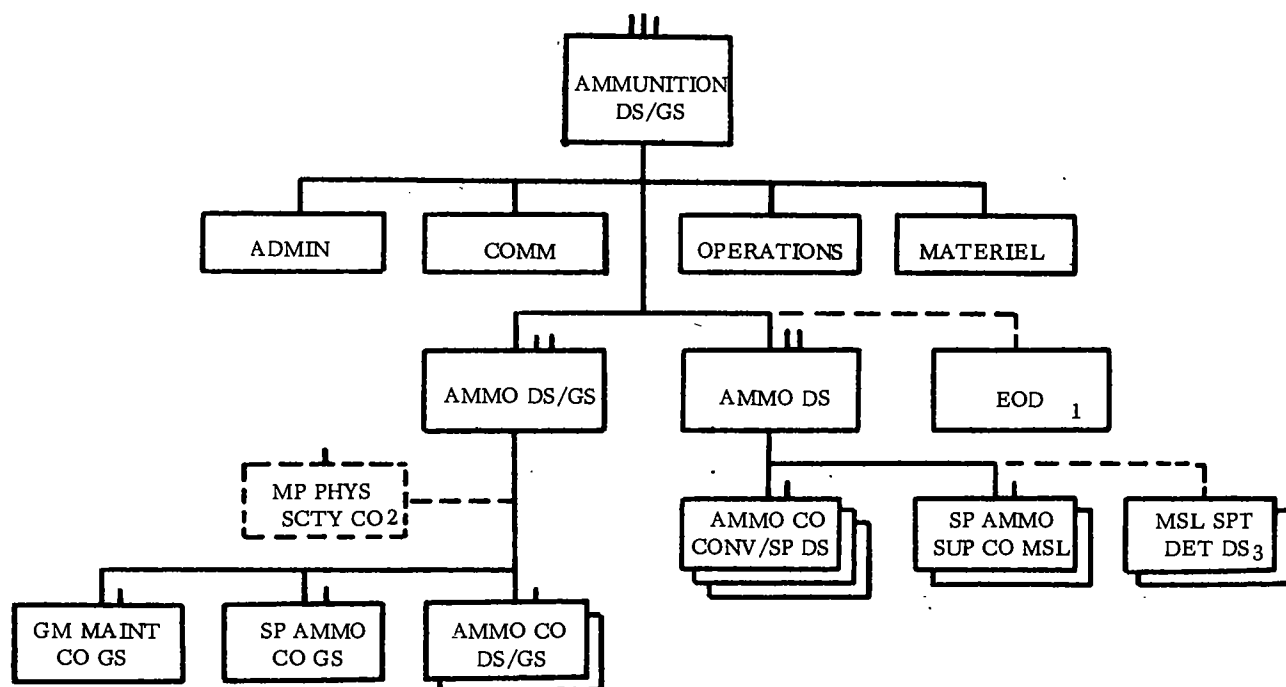


Figure 11-62. Flow of special ammunition and special ammunition peculiar repair parts.



1. One control and five disposal teams (TOE 9-500); additional as required.
2. MP Phys Scty Co required on basis of one per Sp Ammo Co GS.
3. Two MS detachments, when not assigned to general maintenance channels.

Figure 11-63. Ammunition group DS/GS, corps support brigade, FASCOM.

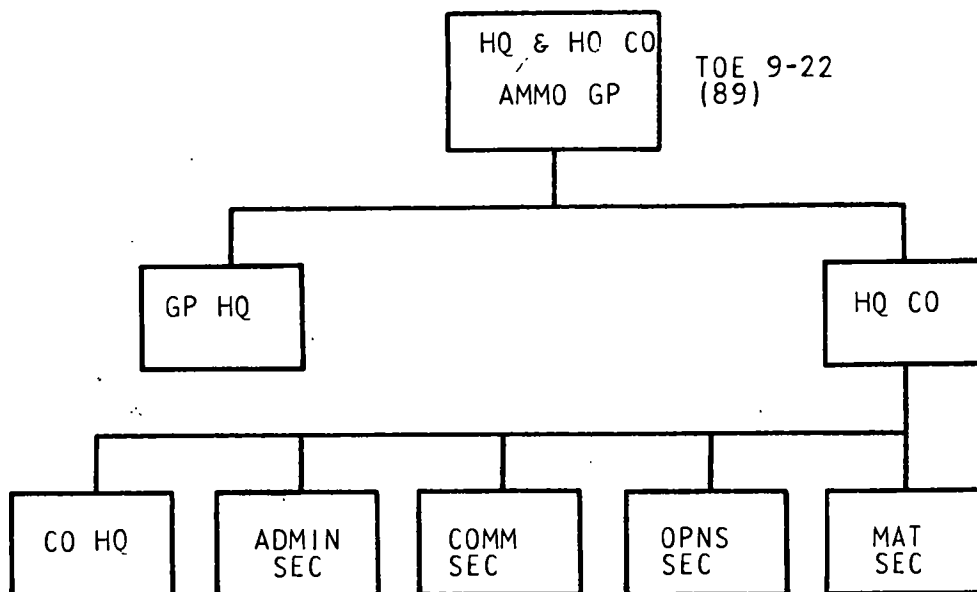


Figure 11-64. HHC, ammunition group.

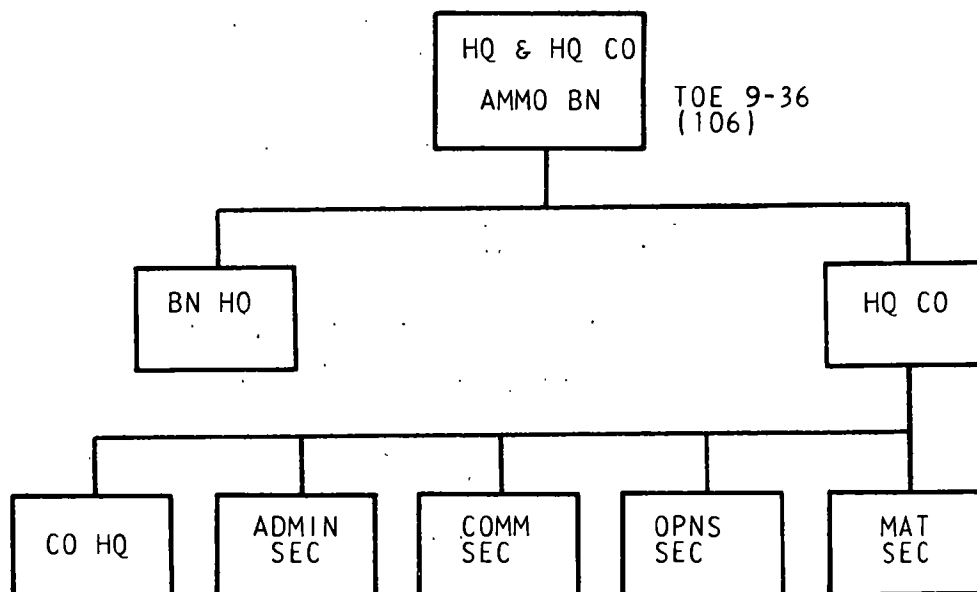


Figure 11-65. HHC, ammunition battalion.

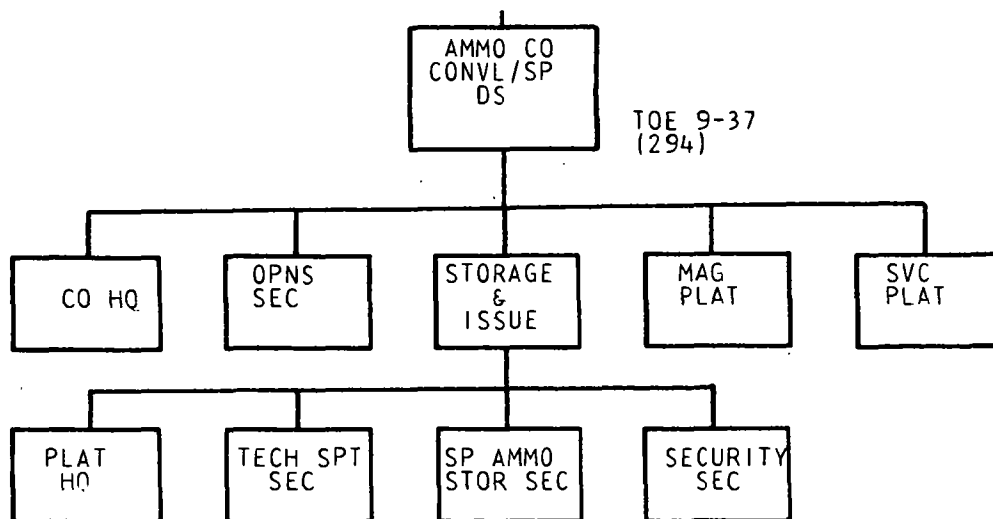


Figure 11-66. Ammunition company, conventional/special, direct support.

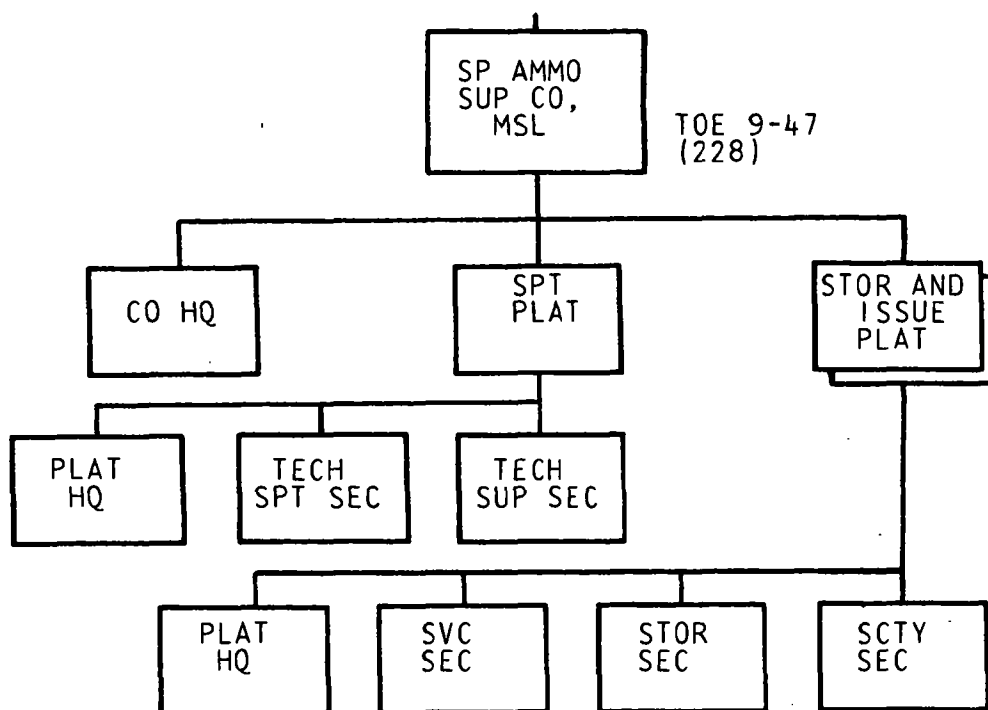


Figure 11-67. Special ammunition supply company, missile.

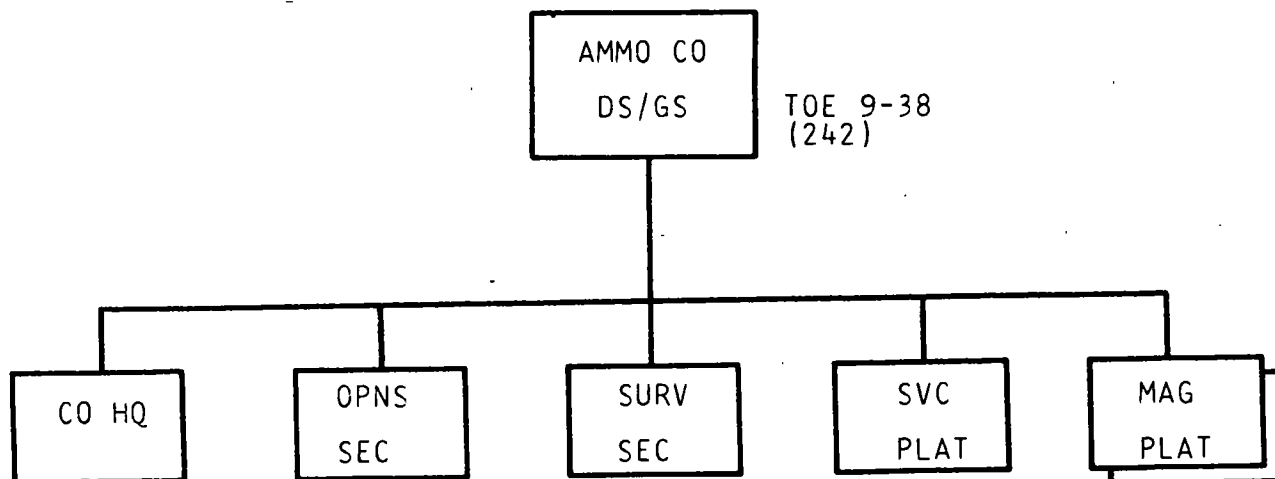


Figure 11-68. Ammunition company, direct support/general support.

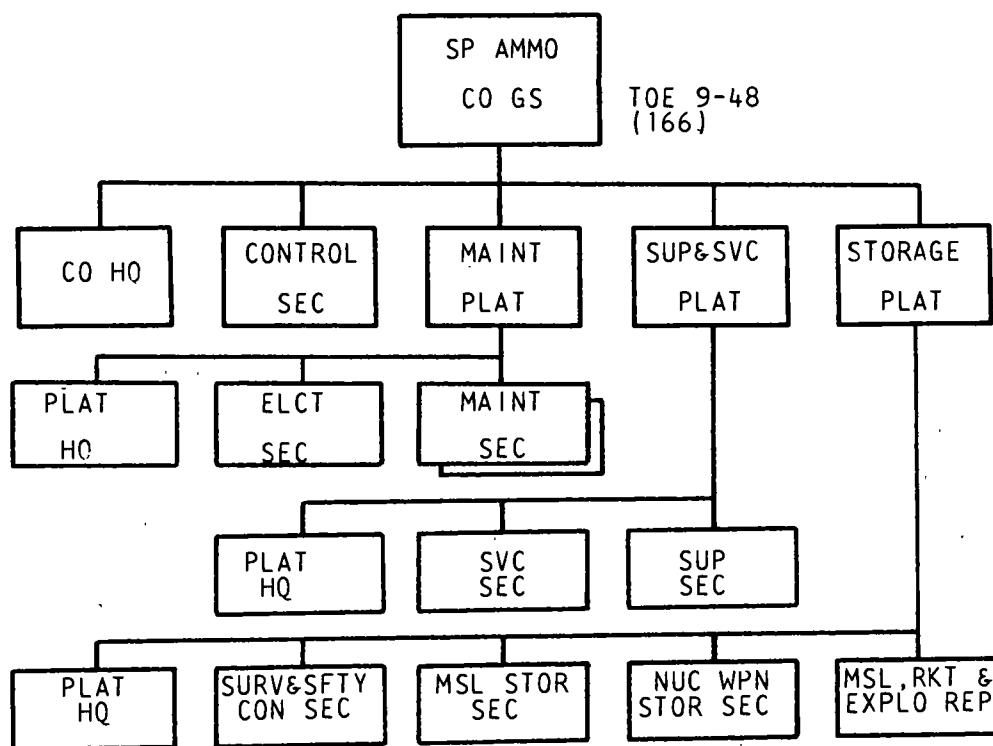


Figure 11-69. Special ammunition company, general support.

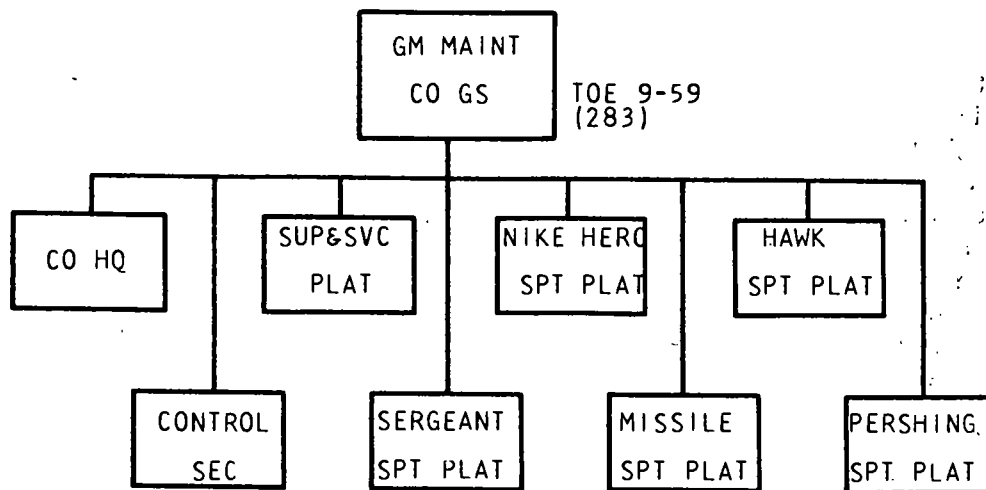


Figure 11-70. Guided missile maintenance company, general support.

Section X. ENGINEER SUPPORT

11-48. General

Engineer support in the field army area includes construction and other services performed for the FASCOM by engineer units assigned to the corps or army, and those services performed by engineer service teams attached to and controlled by FASCOM.

a. Construction Support.

- (1) *Mission and functions.* Engineer construction support to the field army support command is provided by the engineer combat brigades assigned to corps and army. The mission of these brigades is to command all separate engineer units in the corps and army areas of the field army, and in the combat zone of an independent corps, in the provision of general engineer support to all elements of these forces. Within their respective areas of operation, the engineer combat brigades perform the following functions:

- (a) Staff planning, command control, and supervision of the operations of all assigned and attached units. These normally include two to three engineer groups, topographic companies or battalions, and other

separate companies and detachments.

- (b) Provide an engineer staff to corps or field army headquarters as appropriate.
 - (c) Conduct engineer reconnaissance and supervise the collection, evaluation, and dissemination of engineer intelligence.
 - (d) Plan and supervise topographic support of the echelon to which assigned. This is done under the general staff guidance of G2.
 - (e) Plan for employment of atomic demolition munitions and supervise execution of these demolitions.
- (2) *Organization.* See figure 11-71 and figure 11-72.
 - (3) *Command relationship.*
 - (a) *Higher commands.* The engineer combat brigades are directly commanded by the corps or army headquarters to which they are assigned. The brigade commanders are in each case both commanders and staff officers on the staff of the headquarters to which assigned, and in this dual role are responsible both for staff planning and execution of engineer combat, construction, and

topographic support to their respective forces. In the technical staff role, they will routinely provide advice and assistance to FASCOM for performance of the engineer service functions assigned for which it is responsible.

- (b) *Parallel commands.* The engineer combat brigades will maintain close coordination with other commands on operational matters to assure responsive mutual support.
- (c) *Other commands.* The army engineer will coordinate with the ACofS Services and Engineering, TASCOT and with the Commander of the Engineer Command, TASCOT on matters of construction and topographic support to the field army. This is to insure that field army engineer operations reflect theater policies and programs, and to permit a ready response to combat zone requirements of TASCOT.

b. Installations Support.

- (1) *Mission and functions.* These are stated in chapter 10 and chapter 11 as responsibilities of headquarters, FASCOM and headquarters of the corps and army support brigades.
- (2) *Organization.* See figure 11-73.
- (3) *Command relationships.* Normal command and staff relationships will obtain between commanders of engineer service detachments and the units to which attached.

11-49. Concept of Operations

a. General.

- (1) Construction support to the FASCOM accounts for but one minor segment of the total engineer effort required of the engineer combat brigades in the combat zone. However, the construction effort required by combat service support activities is a critical part of force operations and the engineer brigades are structured to provide it.
- (2) Installations support by the FASCOM involving real estate, repair and utili-

ties, and fire protection, while less extensive in scope than combat zone construction, is equally important to the functioning of supported forces.

b. Construction Requirements. Many facilities in the combat zone, which are used by FASCOM are originally provided as combat support to tactical forces. Included are such tasks as road, bridge, and airfield construction. Of the ten percent of combat zone engineer support requirements which may be attributed directly to combat service support operations the following are typical:

- (1) Construction or rehabilitation of facilities for administrative use such as headquarters buildings, troop camps, and similar installations.
- (2) Rehabilitation or new construction of facilities for hospitals and other medical purposes.
- (3) Construction of heliports at hospitals and major headquarters for medical and command use. These are exclusive of similar installations constructed for tactical purposes and for use in general support.
- (4) Construction of protective shelters for FASCOM headquarters, and at support brigade headquarters, to minimize interruptions to combat service support activities resulting from enemy attack.
- (5) Construction of prisoner of war collecting points in corps and army areas for the temporary quartering of PW's, and in the case of the field army, construction of a military stockade for military prisoners.
- (6) Supply storage for Classes I, II, and IV will require construction of hardstand, with covered storage provided under canvas. The latter may be erected by using units. In some cases existing structures will be rehabilitated for this purpose.
- (7) Pipelines and bulk storage for POL will be extended into the field army service area with construction forward of the field army rear boundary accomplished by field army engineer

units augmented by pipeline construction support companies.

- (8) Ammunition storage will require construction of hardstands, access roads, and administrative facilities in areas away from populations centers.
- (9) Maintenance facilities will require construction of open shop hardstand. Covered shops will be in rehabilitated structures or under canvas.
- (10) Access roads serving FASCOM installations, exclusive of those integral to facilities previously mentioned will require significant construction support.
- (11) In terms of engineer effort the estimated FASCOM construction requirements comprise less than ten percent of total engineer support required in the field army. However, this estimate was based upon operations in a well developed area where many facilities required for combat service support would be available or could be improvised with only minor engineer effort. A change of locale might increase or decrease the requirements, but this would only be reflected in the numbers of engineer units required and not in the doctrine for their employment.

c. Procedures and Policies. The provision of construction support to the FASCOM involves no change to current doctrine for engineer combat units. The corps and army engineer brigades will routinely operate in accordance with engineer support plans based on policies and priorities established by the force commander at each echelon. Such plans will incorporate both combat support and support to FASCOM with engineer effort identified and allocated and deadlines established.

- (1) The FASCOM in preparing the administrative annex to the field army operations plan will identify construction support requirements by time, phase, type, and location. These will be extracted by the army engineer for planning purposes and incorporated in the engineer annex to the operations

plan. In the staffing process the engineer will maintain close coordination with the ACofS Services in FASCOM, to insure that construction requirements are all included and that the necessary engineer effort is available. In implementing field army operations plans, corps engineers will establish similar liaison with the corps support brigades.

- (2) In addition to execution of construction support plans, engineer brigade commanders will normally assign subordinate groups areas of responsibility for general support. Within these areas, the responsible engineer units will have priority tasks assigned. They will also be on call for work required to restore damaged facilities to operating condition, and to undertake construction projects within the scope of their general support mission at the request of users in the area. Where there are conflicts between unprogramed construction requested and assigned priorities, resolution will be at the lowest command level possible, with the tactical commander having final decision.
- (3) Construction or rehabilitation standards will be as austere as possible while meeting the operational requirement. Maximum use will be made of locally procured, salvaged, and engineer produced construction materials in order to reduce logistic effort to the minimum.
- (4) From the standpoint of skills required, it is anticipated that the routine construction of FASCOM supply, maintenance, and service installations, with associated access roads and support facilities, will seldom exceed the skills available to the engineer combat units assigned to corps and army. (This does not mean that there will always be enough engineers to accomplish all desired tasks.) However, in the army service area there may be occasions where tasks are assigned requiring the higher levels of skill found in engineer construction units. In these instances

arrangements will be made between the field army commander and the theater army support command commander for attachment of the required units from the engineer command. The attached units will normally be further attached to the army engineer brigade for command control during their stay in the combat zone, reverting to TASCOM control upon completion of the task.

d. Other Combat Engineer Support. Topographic support and water purification support to FASCOM will be provided by the corps and army engineer combat brigades as a part of their general support mission.

e. Installations Support.

(1) Utilities support requirements in the

FASCOM area of responsibility will vary with the tempo of combat and with the type facilities occupied by supported units. However, the army in the field will devote some effort to the simple tasks of camp maintenance in order to maintain operating efficiency, health, comfort, and morale. The type organizations where environmental conditions are most important to mission accomplishment are the major headquarters and hospitals. These are the units to which FASCOM must provide utilities support.

(2) The following table shows the utilities functions to be performed in corps and field army by engineer utilities teams assigned to FASCOM.

Type task	Corps area				Army area					Remarks
	Corps HQ	Corps Spt Bde	MASH	Evac Hosp	Army HQ	Army Spt Bde	FASCOM HQ	Evac Hosp	Conv Ctr	
Install, maintain electrical systems	X	X	X	X	X	X	X	X	X	Team is assisted by TOE powermen.
Alteration and repair to existing structures	X	X	X	X	X	X	X	X	X	May include tent floors and frames in some instances.
Maintain and operate sanitary systems	X	X	X	X	X	X	X	X	X	Water systems if available and sewage disposal.
Repair and maintain installation roads, airfields, hardstanding	X	X	X	X	X	X	X	X	X	These are minor grading, filling and draining jobs.
Sign painting, erection and maintenance	X	X	-----	-----	X	X	X			HQs identification and directional signs.
Packing/crating orgn supplies and materiel	X	X	-----	-----	X	X	X			Primarily crates and cases for non-standard paraphernalia found in major HQs.

(3) Fire protection requirements are primarily related to maintenance shops, supply storage, and associated structures. The principal fire risk in the field army will be the destruction of stored military supplies and equipment. Other facilities and real estate which may be used by field army forces, including FASCOM, are of secondary concern. Nevertheless, protection of all military facilities from destruction by fire is an important

FASCOM mission if operating efficiency is to be maintained.

(4) Engineer utilities detachments and firefighting platoons are assigned on the basis of comparison of TOE 5-500D capabilities statements to the estimated mission requirements. In the case of firefighting, the capabilities of the decontamination elements of the field service company were also considered in determining the numbers of firefighting units required. In the eight

division field army, six utilities detachments and six firefighting platoons are assigned as shown in figure 11-73. Utilities detachments attached to corps support groups are composed of a utilities officer and 30 men. Each team can perform the repair, maintenance, and operation of facilities and utilities found on a small post but is most adaptable to the many varied requirements encountered in forward areas. These units have a capability to do minor new construction and earthwork including road and airfield maintenance. In the army support brigade, utilities support is provided by attaching teams of one officer, one warrant officer, and fifty enlisted men to support groups. The scope of its capabilities is generally the same as the team used in corps but it has 67 percent more effort available. Firefighting platoons assigned to both corps and army support brigades are identical in organization. They are composed of teams FA, firefighting headquarters; FB, fire truck; FC, water truck; and FD, brush fire truck.

- (5) Utilities and firefighting services, integral to the area support command in COMMZ, can best be performed in the combat zone as part of the FASCOM organization. The support brigades with responsibility for storage and issue of supply, and equipment maintenance, and administrative services are principal users of utilities support and fire protection. Medical service in the combat zone is also a user of this type of engineer support. The principal requirements for utilities support and fire protection outside FASCOM are in corps and army headquarters. Utilities teams attached to the support groups may be further attached to subordinate elements as required. One team, or a part of one team will normally support field army headquarters, and the services of one team will be required by brigade headquarters and FASCOM headquarters. In addition to headquarters support missions, the

utilities teams may be assigned to support field installations on a periodic basis or in response to work order requests. Firefighting teams will operate under support groups but may be attached to subordinate units with area responsibilities assigned in accordance with the density of supply and maintenance activities. It is important that these teams operate under centralized control in order that area responsibilities can be rapidly shifted during times when teams are committed to firefighting operations. Firefighting teams will conduct fire prevention inspections for the command, act as a distribution agency for fire extinguishers, and provide a major capability for FASCOM in area damage control operations.

- (6) The real estate support function is also a part of the FASCOM mission and is performed for FASCOM by an engineer real estate detachment of five officers and eleven enlisted men. This detachment, under the direct control of the ACofS Services, will operate throughout the combat zone to acquire, inventory, record, and dispose of real property required by elements of the field army.

11-50. Organizations and Capabilities

a. The type combat engineer organizations normally found in the field army have a considerable capability for planning and executing construction work; however, the bulk of the engineer requirement is for combat support. Thus the numbers and types of engineer units shown in figures 11-71 and 11-72 are based on the estimated requirements of both missions. Only the type units that will normally be in direct support of FASCOM, and the engineer service teams attached to FASCOM are discussed.

b. Headquarters and headquarters company engineer combat group (TOE 5-52E) is a command organization assigned to the eight division field army on the basis of two groups each per engineer combat brigade. The mission of this unit (29 officers and warrant officers and

85 enlisted men) is to plan and coordinate the operations of attached engineer combat and construction units. It normally controls from two to four battalions and an equal number of separate companies. The group can conduct engineer aerial and ground reconnaissance, and provide rotary winged aircraft for support of ADM operations as well as plan and supervise such operations. This unit also provides routine assistance and supervision of administrative, supply, and maintenance activities of attached units.

c. The engineer combat battalion, army or corps (TOE 5-35E), is assigned to corps or army and normally attached to an engineer combat group. This unit is capable of performing all engineer combat support missions to include replacing a divisional battalion if necessary. In addition it is capable of construction, repair, and maintenance of roads, fords, bridges, culverts, landing strips, heliports command posts, supply and maintenance installations, buildings, structures, and related installations. Where water sources are available, this unit can purify up to 120,000 gallons of water per day. The battalion has the capability to undertake and carry out infantry combat missions when required.

d. The engineer light equipment company (TOE 5-58E) is designed to provide a pool of construction equipment and skilled operators to reinforce the effort of engineer combat battalions or to undertake suitable tasks unilaterally. When employed in a supporting role, the supported unit is responsible for overall work site supervision and operational control of the supporting elements. The company has a quarrying capability which can produce 25 tons of processed rock per hour. It can also provide earthmoving and compaction equipment for excavating and grading tasks.

e. The engineer pipeline construction support company (TOE 5-177E) provides the technically qualified personnel and specialized equipment to assist engineer combat or construction units in the construction and rehabilitation of pipeline and bulk POL storage systems. The unit can also perform these functions with organic means, but at a reduced rate.

f. The engineer dump truck company (TOE 5-124E) provides the personnel and equipment

to reinforce engineer combat or construction unit capabilities in earthmoving tasks, and in hauling and spreading crushed stone, gravel or other heavy construction materials. It may also be used to haul panel bridging.

g. Engineer utilities team (HC) (TOE 5-530D) provides for maintenance of utilities at installations with a population of up to 2,500 individuals; provides post engineer-type service to overseas or theater of operations installations; maintains utilities service and repair, including refrigeration maintenance. Two of these teams are capable of supporting the facilities of the corps support brigade, including brigade headquarters, and the corps headquarters. The team is only 30 percent mobile in organic transportation so it requires transportation support when displacing.

h. Engineer utilities team (HD) (TOE 5-530D) provides for maintenance of utilities at installations of from 2,500 to 4,000 individuals; provides post engineer-type service in overseas or theater of operations installations; maintains utilities and furnishes utilities service and repair, including refrigeration maintenance. Two of these teams are capable of supporting the facilities of the army support brigade, FASCOM headquarters, and field army headquarters. The team is 70 percent mobile requiring transportation support when displacing.

i. Engineer firefighting team (FA) (TOE 5-510D) plans fire protection for installations and facilities in its assigned area, and controls the operations of two to four firefighting teams in providing fire protection. This is a command team with capabilities dependent upon the type teams assigned or attached.

j. Engineer fire truck team (FB) (TOE 5-510D) establishes organized fire protection and prevention programs in its assigned area. It is capable of providing fire protection for areas housing 5,000 to 10,000 troops, or warehousing and open storage up to 100,000 square feet. Under field conditions, where tents and open storage predominate, it is estimated that the capacity of this unit is approximately doubled.

k. Engineer water truck team (FC) (TOE 5-510D) transports water for firefighting purposes when insufficient water is available at the scene of fire.

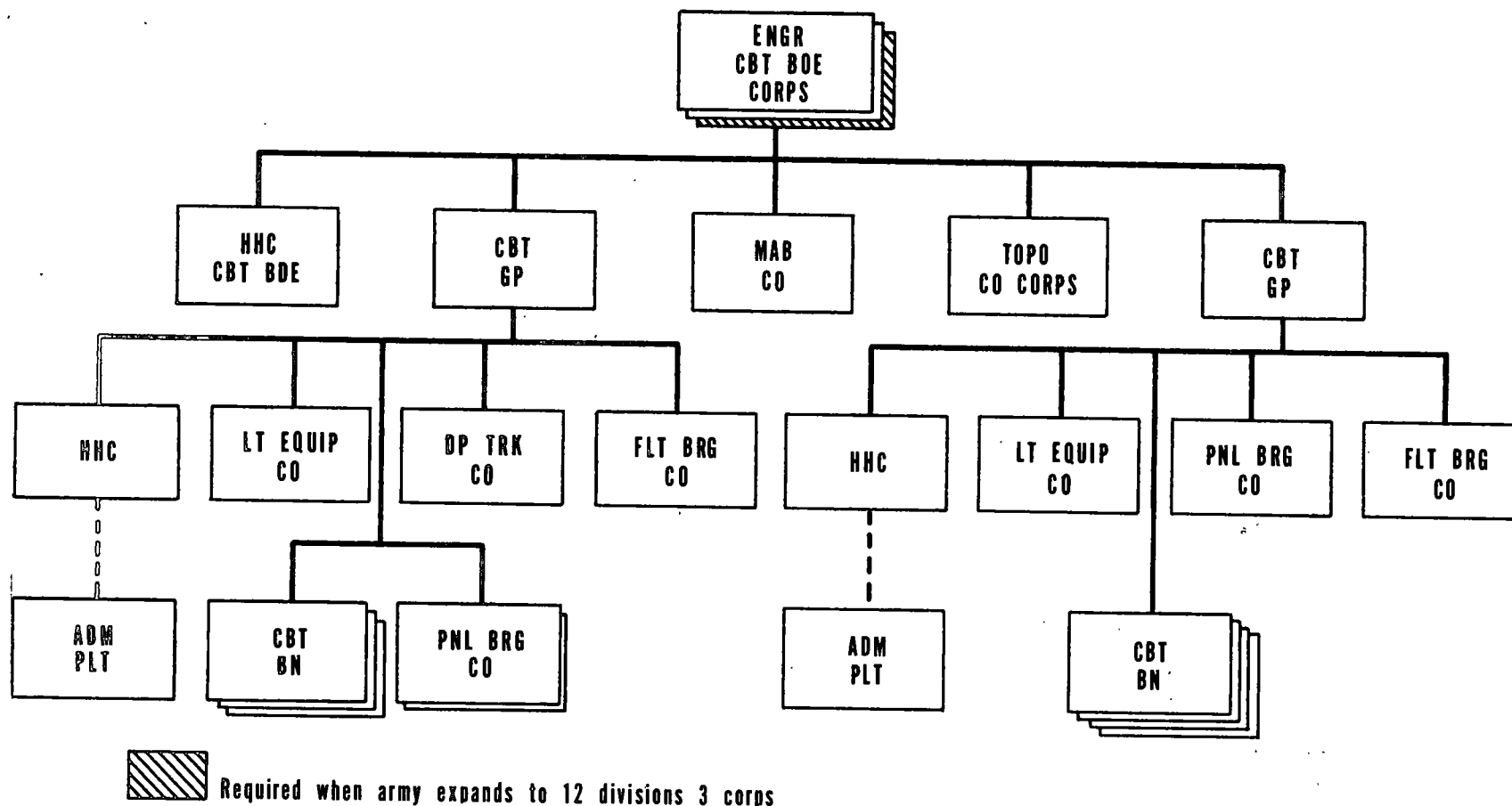
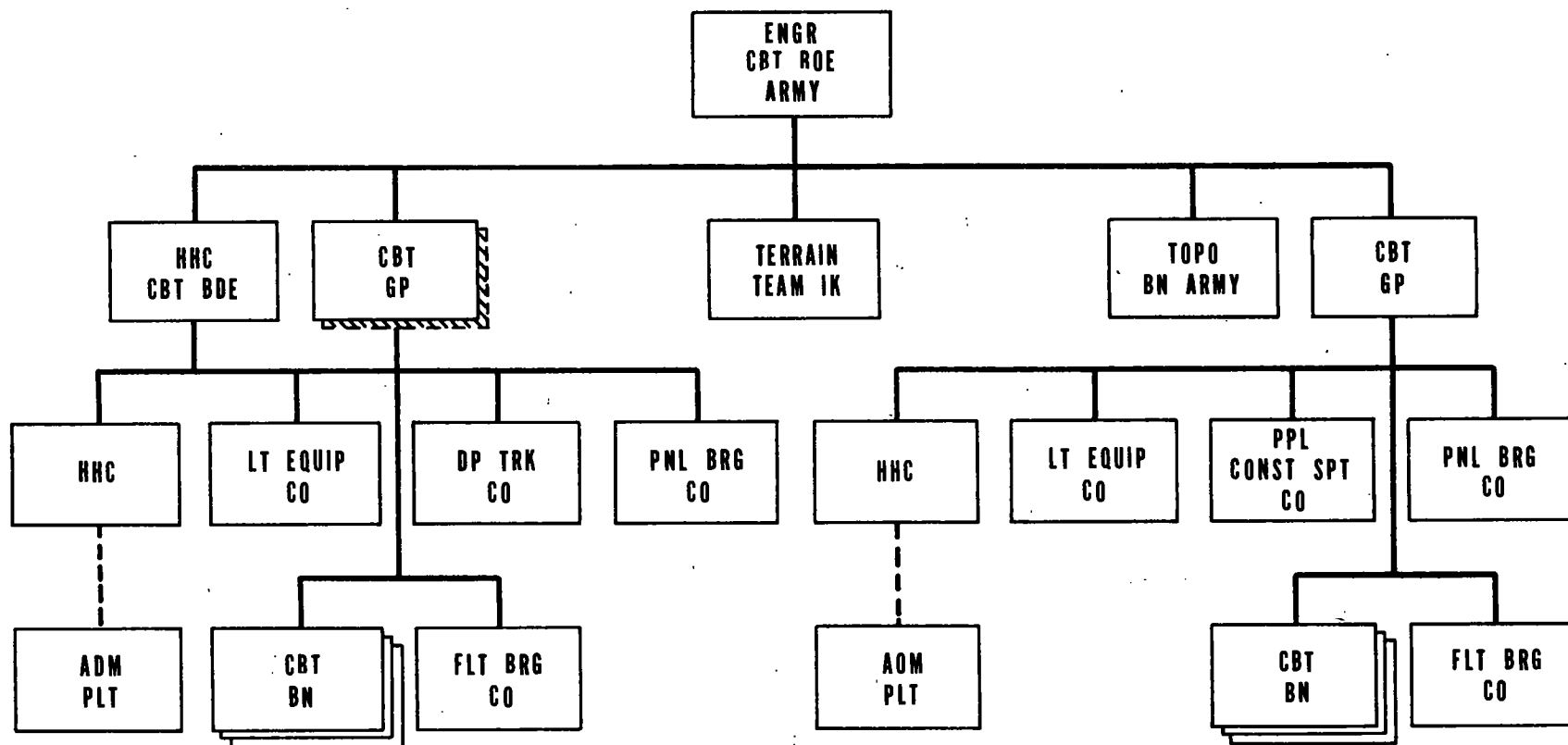


Figure 11-71. Corps engineer brigade, 8- and 12-division field army.



Required for 12-division field army.

Figure 11-72. Army engineer brigade, 8- and 12-division field army.

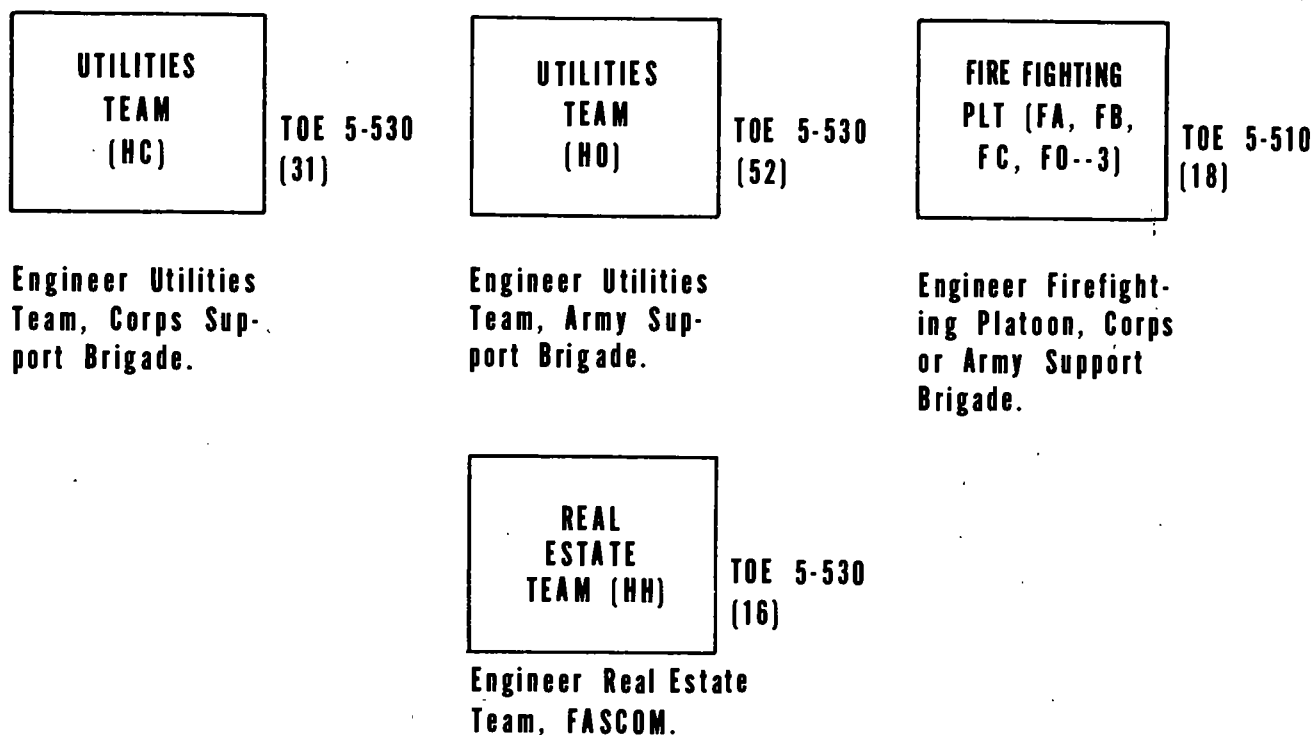


Figure 11-73. Engineer service organization, FASCOM.

l. Engineer real estate team (HH) (TOE 5-530D) provides qualified personnel for inventorying and recording the location, extent, and the condition of real property required or occupied by army forces. Inventories and records installed and personal property located in installations, bakeries, factories, foundries, hospitals, hotels, machine shops, mills, private

dwelling, public utility plants, schools, and railroad maintenance and operating facilities when augmented by appropriate technical specialists. This team will enable FASCOM to carry out its real estate mission.

m. Engineer service teams must be attached to supported units for administration, mess, supply, and maintenance.

Section XI. CORPS SUPPORT COMMAND (COSCOM)

11-51. Corps Support Command

Combat service support for an independent corps force is provided by a corps support command (COSCOM). It is assigned to and receives its direction from the corps force commander. One COSCOM per independent corps is required. The COSCOM exercises command, control, and supervision of all combat service support units assigned or attached for support of the corps force.

11-52. Concept of Organization

The support brigade of the field army support command (FASCOM) provides the nucleus

for the COSCOM. This nucleus is augmented with sufficient additional TASCOT-type combat service support elements to enable the corps to conduct independent operations. The COSCOM is organized with a headquarters, associated functional control centers, and assigned or attached operating units. The COSCOM headquarters is organized similar to that of a support brigade except that an ACofS, Civil Affairs is added from TOE 41-500. Staff functions are similar to those of HQ FASCOM. The COSCOM is a readily-tailorable organization and can support a variety of forces by the addition or deletion of operating units. The operat-

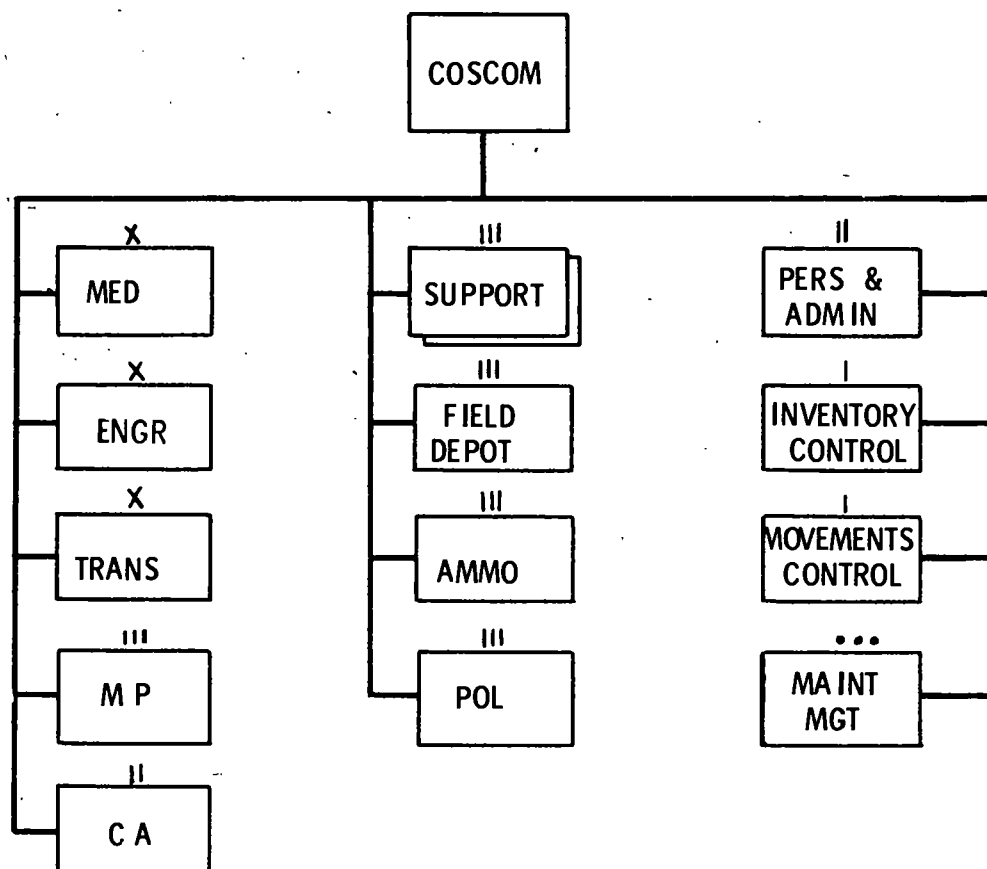


Figure 11-74. Corps support command, 3 division independent corps.

ing units used in a COSCOM are generally the same type that support a FASCOM or a TASC. The organization, capability, and operation of these operating units are depicted in other chapters of this manual. A type COSCOM for support of a three-division independent corps force is shown on figure 11-74.

11-53. Mission

The mission of the COSCOM is to provide combat service support to army forces in a theater of operations and to other forces as designated. The corps is assumed to have the status of a theater army with area responsibilities encompassing the theater base. The COSCOM is responsible for all combat service support, including theater base activities.

11-54. Concept of Employment

The COSCOM headquarters is actively engaged in operations. It performs the normal

staff functions of a higher headquarters such as the development and provision of policies, planning guidance, priorities, and allocations to its subordinate units and reviews the implementing plans of those units. The COSCOM develops overall plans for providing combat service support to the corps force. It computes requirements for the supported forces, manages assigned stocks, develops and coordinates movements planning and control and throughput, develops and manages the maintenance plan, and maintains centralized control of personnel management and records. It exercises operational control through its functional control centers: inventory, maintenance management, personnel, and movements control.

11-55. Troop List

A listing of combat service support units to support a three-division independent corps force operating in Southeast Asia is contained in chapter 8.

CHAPTER 12

CIVIL AFFAIRS BRIGADE

Section I. GENERAL

12-1. Introduction

a. Civil affairs is a command responsibility and involves the relationship between the military commander and his forces and the civil authorities and people of a foreign country. Civil affairs operations range from advice, assistance, populace and resources control, and military civic action performed in a friendly country through military government performed in an occupied territory.

b. The nature of civil affairs operations varies widely with the intensity of combat, the attitudes and status of the population in the area of responsibility and the requirements of the tactical commander. In limited and general war civil affairs operations will normally directly support the tactical situation. In stability operations however, civil affairs may become the salient mission of the military force because the ultimate objective is to gain the support of the populace for its government. Civil affairs input, with emphasis on execution, must be a part of the planning for every military operation. This planning should take into consideration the inherent capability, which every Army unit possesses, to conduct civil affairs operations. Provision should also be made for the employment of civil affairs specialists and units to augment and support this inherent unit capability as required.

12-2. Organization, Missions and Functions

a. The mission of the Civil Affairs Brigade is to conduct operations which support the tactical situation and U.S. national objectives. The brigade should strive to achieve and provide for—

- (1) Adequate control over the civil populace, displaced persons, and refugees.

- (2) The location, protection and control of civilian resources required for military operations and essential civilian support.
- (3) Close liaison between tactical units and local authorities.

b. Specific civil affairs tasks to be accomplished as soon as possible after occupation of an area include—

- (1) Posting of proclamations issuing initial instructions to the civil populace.
- (2) Locating civil authorities, determining their ability to establish control, and advising them on measures to be taken.
- (3) Locating and arranging for the protection of civilian warehouses, industrial plants, storage sites, monuments and historical buildings.
- (4) Collecting firearms and ammunition and identifying and apprehending enemy collaborators and/or insurgents.
- (5) Establishing initial controls over displaced persons and refugees.

c. Civil affairs support in the field army is normally provided by a Civil Affairs Brigade, which may be assigned to FASCOM, with three or more battalions.

d. The organization of civil affairs units must be flexible and adaptable to the local military, political, economic and sociological conditions to be encountered. These units should be capable of initiating activities in the combat zone as soon as the area comes within the influence of friendly military forces. Control of civil affairs units may be centralized or decentralized de-

pending on the type operation being conducted. In many situations in forward areas and fluid conditions of combat, particularly in stability operations, operational control of civil affairs units and teams is normally decentralized to the tactical or support commander of the particular area having area responsibility.

e. Whenever feasible, civil affairs units and teams employed in the combat zone are allocated areas of responsibility based on local political boundaries. If this is not practicable, areas of responsibility coincide with tactical boundaries of supported units.

f. The assignment of civil affairs units should be based on, and tailored to, provide the following:

- (1) Efficient command and control.
- (2) Maximum utilization of technological skills.
- (3) Flexibility with associated economy of personnel.
- (4) Pooling of specialist personnel at the highest echelon of command consistent with the mission of the supported force.

g. Additional civil affairs units and/or functional teams are requisitioned, as required, from the next higher headquarters in the chain of command.

12-3. Command Relationships

a. The Civil Affairs Brigade is a subordinate unit of the field army and is normally assigned to FASCOM. It coordinates army-wide civil affairs operations for the command. It exercises command, or command less operational control, as designated over all subordinate civil affairs units. The brigade supervises civil affairs operations within its designated area of responsibility. These activities may vary, depending on the situation, from liaison, advice, supervision, and assistance to the exercise of complete legislative, judicial, and executive control. Normally, the brigade will command three to six civil affairs battalions. It also provides backup support for subordinate civil affairs units. Headquarters and Headquarters Company, Civil Affairs Brigade, TOE 41-201 (fig.

12-1) is the command and control headquarters for the brigade.

b. The Civil Affairs Battalion, TOE 41-500 (fig. 12-2) is assigned to a Civil Affairs Brigade. The battalion commands and supervises the operations of assigned and attached civil affairs units; performs civil affairs functions in support of military operations and assists tactical and support unit commanders in the discharge of their politico-military responsibilities to the civilian population, its government and economy. The civil affairs battalion may be attached to a corps or the corps support brigade when civil affairs authority is delegated to the corps, or the Army support brigade commander by higher authority. The battalion capabilities include—

- (1) Provision of civil affairs support in assigned area of operations.
- (2) Command, planning, supervision, coordination, and control of four or more civil affairs companies and functional teams.
- (3) The battalion maintains normal technical staff and liaison relationships with senior, parallel and subordinate commands in the accomplishment of its assigned mission.

c. The Civil Affairs Company, TOE 41-500 (fig. 12-3) is assigned to a Civil Affairs Battalion on the basis of four per battalion. It commands attached civil affairs platoons and performs civil affairs functions in support of military operations. The Civil Affairs Company may be attached to a division when civil affairs authority is delegated to the division commander by higher authority. Its capabilities include—

- (1) Provision of civil affairs support in the immediate combat area or tactical area of responsibility of the division.
- (2) Command, planning, supervision, coordination, and control of four or more civil affairs platoons and functional teams. Platoons may be attached to, or placed in support of, subordinate commands of the division.

Section II. OPERATIONAL CONCEPTS

12-4. General

Civil affairs support in the field army area may be considered intersectional in nature particularly where committed to army-wide support operations. It is directly influenced by the nature and intensity of combat and will vary widely with the situation and area of operations. Behind the immediate combat area, civil affairs activities are normally conducted on a politico-geographic basis.

a. Civil affairs support in limited and general war is normally used to minimize interference with troop and supply movement, and to obtain and/or provide support for military operations in the combat zone.

b. In stability operations and internal defense and development, because of the importance of isolating the insurgent from the population, civil affairs becomes one of the salient missions of the military force. In all stability operations plans must include an integrated and coordinated civil military approach designed to progressively reassert governmental control and gain the trust, confidence and active cooperation of the population. The total effort should be conducted within a host/guest environment and must be designed to support and strengthen the local government without usurping the powers and prerogatives of that local government.

12-5. Restoration of Public Order

Certain activities such as restoration of public order and safety, control of refugees and displaced persons, and the furnishing of emergency relief to the indigenous population, which may have received primary attention during the fluid stage of combat, will subsequently share importance with such functional specialties as public health, public works and utilities, civilian supply, civil information, and labor. In a static situation, or when political entities may be consolidated, consideration should be given to more liberal policies in the control of the local inhabitants under the provisions of applicable treaties or agreements and in conformance with United States objectives. It is essential to establish or maintain an indigenous government at all levels and to

confirm, as soon as possible, its degree of authority.

12-6. Areas Conducting Military Operations

The degree of control exercised by the military commander over the local inhabitants and the government and economy of an area in which military operations are conducted depends upon the nature of the operation, its objectives, U.S. national policy and the effectiveness, and acceptability, of the existing civil administration. Where civil government and its agencies are efficient, the military commander will seek to avoid interfering in government matters which do not have an immediate bearing on the tactical situation. On the other hand, if the civil administration has collapsed or is near collapse, the appropriate military commander may be designated to assume complete responsibility for administration of his area. In such circumstances, the commander will, in effect, be responsible for military government within his assigned area of responsibility.

12-7. Civil Affairs

Since a command support civil affairs unit normally accompanies the major command to which it is attached, it is the responsibility of the commander delegated civil affairs authority to call for area support civil affairs units, designated in the theater plan, in time to permit deployment and takeover of the area of the unit being displaced.

12-8. Civil Affairs Operations

As the situation requires, the appropriate tactical or support commander may direct subordinate units to provide support to civil affairs operations. Specific assistance may include—

a. Engineer support for rehabilitation of public health facilities, construction of displaced persons camps or maintaining essential civilian transportation facilities.

b. Medical support for the control of disease, to include supply of medical items.

c. Military police support for protecting

critical facilities, controlling movement of civilians, enforcing curfew and quelling riots.

d. Transportation support to move critical supplies, transport civilians, and assist in reestablishing civilian transportation facilities.

e. Signal support in rehabilitating civilian communications facilities.

12-9. Information on Current Situation

When a command support civil affairs unit is replaced by an area support civil affairs unit, the commander of the unit being relieved insures that necessary actions are taken to familiarize the relieving unit with the current situation in its area of operation. These actions include—

a. Informing the commander and staff of the relieving unit of the designations, locations, and commanders of higher, adjacent, subordinate, and supporting units in the area.

b. Informing the commander and staff of the relieving unit with the characteristics and peculiarities of the area.

c. Providing copies of current operational directives, orders, proclamations, standing operating procedures and policy checklists.

d. Providing copies of reports and records summarizing previous activities in the area of the unit being relieved.

e. Describing activities in progress, their relative importance and pointing out additional measures that need to be taken.

f. Documenting commitments made to civilians or civilian officials.

g. Providing a list of individuals in office and those not appointed as officials, who have been and may continue to be of value to the civil affairs effort.

12-10. Diverse Situation

Civil affairs in the field army area should be attuned to the diverse socio-politico-economic situation of the civilian communities within the area of operation. The civil affairs staff officer, or supporting civil affairs unit, of a military command is normally the point of contact for relations with the local authorities and people in the name of the military commander. The civil affairs brigade maintains close liaison with the ACofS Civil Affairs at field army, FASCOM and corps headquarters. This staff channel may be used to exchange information and coordinate and integrate civil affairs opera-

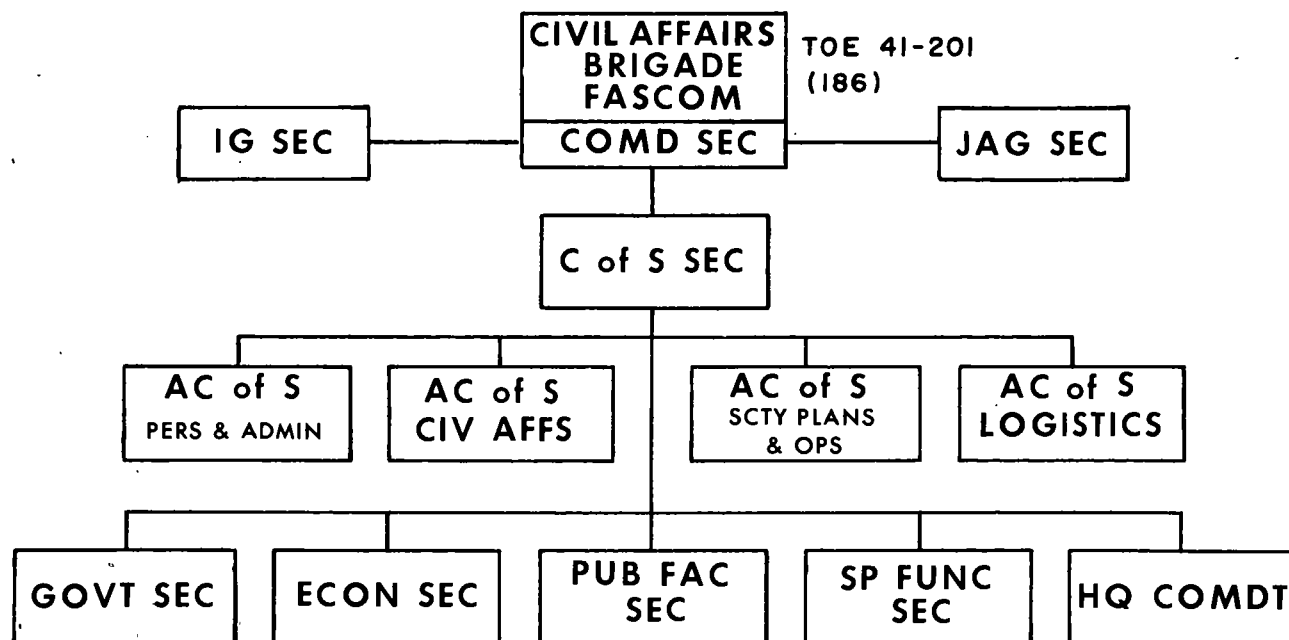


Figure 12-1. HHC, civil affairs brigade.

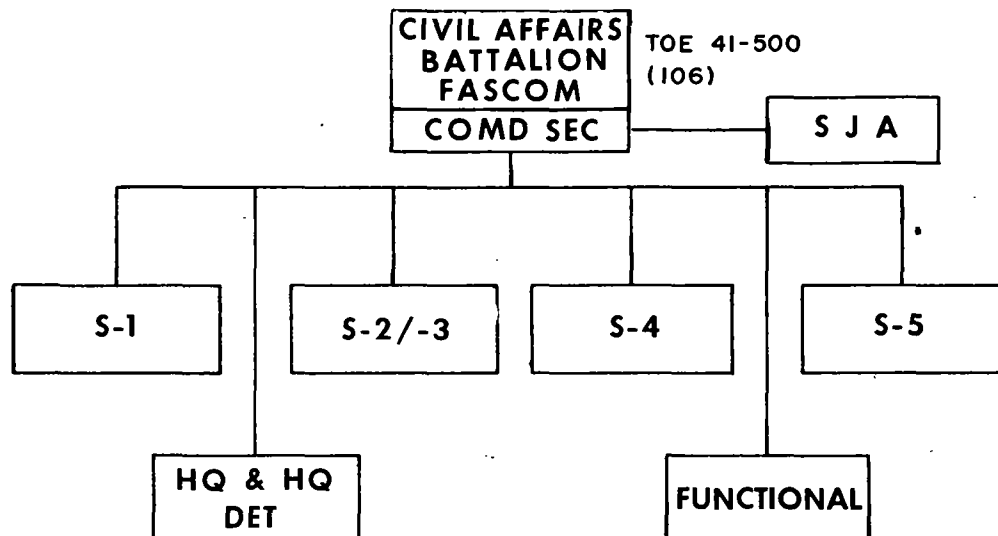


Figure 12-2. HHD, civil affairs battalion.

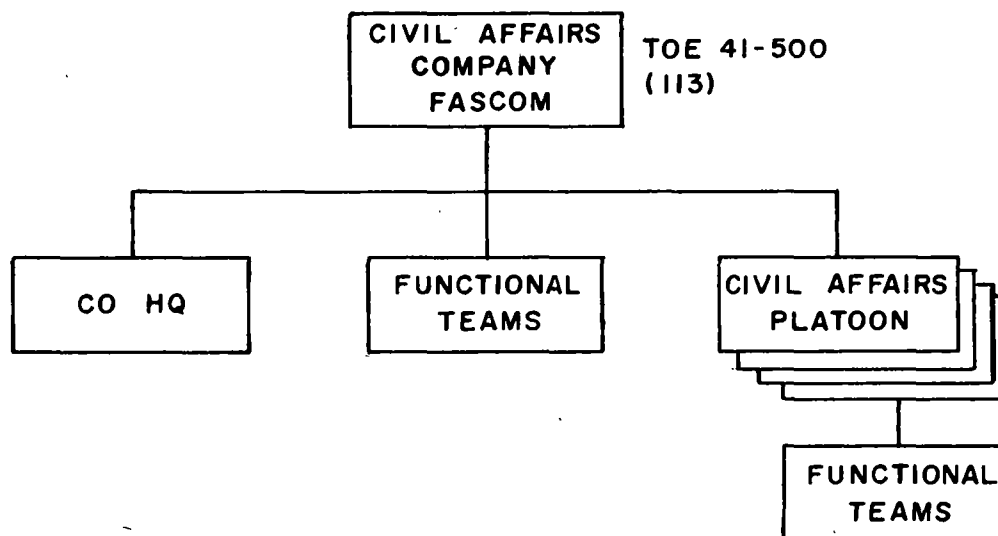


Figure 12-3. Civil affairs company.

tions within the context of the commander's policy guidance. Matters which should be closely coordinated are—

a. Intercommand movement of refugees and displaced persons, available civilian supplies, civilian transportation equipment, etc.

b. Development of army-wide requirements for the support of the population and local economy.

c. Coordination of the distribution of available labor force for maximum utilization by profession, technical specialty, and skills.

d. Area pacification programs.

e. Populace and resources control plans.

f. Military civic action programs.

g. Rural and urban redevelopment plans and programs.

12-11. Civil Affairs Units

a. The Civil Affairs Brigade is the parent organization for civil affairs units operating in the area of the field army. It may be tailored by attachment of units from TASCOT to fur-

nish capabilities for unforeseen, or specific missions.

b. The Civil Affairs Battalion commands its attached civil affairs companies. It operates under the operational control of the Civil Affairs Brigade, when part of a centralized civil affairs command structure, and under the control of the headquarters to which it is attached when command over civil affairs units is decentralized. The battalion is capable of exercising command supervision over four or more civil affairs companies, serving as a control headquarters for attached units, and receiving and employing additional support as required from the brigade. When civil affairs authority is delegated to a tactical or support brigade commander, this brigade commander will exercise operational control of all civil affairs units in his area of responsibility. The battalion may be attached to an independent corps force when required, may be tailored to be self-sufficient and capable of sustained civil

affairs operations, and may be reinforced to meet additional needs of the corps.

c. A Civil Affairs Company may be tasked to provide support to, or attached to, each division in the type field army. Each company is composed of cellular teams to include a company headquarters, four platoons, and administrative and civil affairs functional teams. It receives its policy guidance, direction, and supervision in civil affairs matters from the controlling headquarters. It has only essential specialists required to support platoon operations organically assigned; however, it may be reinforced with additional functional specialists for specific missions by or through the Civil Affairs Battalion. When civil affairs authority is delegated to the division commander by the corps commander, the Civil Affairs Company is attached to the division and accordingly comes under the operational control of the division commander. This company, reinforced as required, can be attached to an independent division force.

CHAPTER 13

MEDICAL BRIGADE

Section I. GENERAL

13-1. Mission and Functions

a. Mission.

- (1) To provide army level medical support within a field army.
- (2) To command all nondivisional medical units in the field army.

b. Functions. The Medical Brigade commander is the operator and director of the medical service system of the field army. He is responsible to the FASCOM commander for accomplishing the medical service mission.

- (1) Commanding, controlling and staff planning and supervision of operations, training and administration of three to seven medical groups or their equivalent in attached units engaged in providing field army level medical service support to the field army.
- (2) Developing, refining, adjusting, coordinating, and implementing medical plans in consonance with the assigned mission.
- (3) Developing medical policy in consonance with policies of higher headquarters and implementing procedures to assure adherence to established policy in his jurisdiction.
- (4) Furnishing current information to the FASCOM commander and staff concerning the health of the command, the command aspects of medical matters affecting combat effectiveness and combat operations, and combat service support operations.

13-2. Organization

a. The Field Army Medical Brigade is organized on a functional basis (fig. 13-1). All of these units are completely interdependent upon each other and mutually support the final goal of restoration to military effectiveness.

b. The chart illustrating the medical brigade organization represents the medical service units required to support an eight-division field army. The expansion of the medical service to support a twelve-division field army requires additional medical units. This can be accomplished by adding a forward medical group, a rear medical group, and bringing the army medical depot and medical laboratory to full strength.

13-3. Command Relationships (fig. 13-2)

a. Command Relationships to Higher Commands, FASCOM and Field Army. The medical brigade commander reports directly to the FASCOM commander. The coordination of command and staff matters with higher and supported headquarters is normally through command channels, except that professional and technical medical matters may be coordinated directly. Since the medical brigade units must operate within combat divisions and corps boundaries, the medical brigade commander may coordinate directly with the field army commander and staff on medical support of combat operations when so directed. It is contemplated that this type of staff relationship will be in coordination with the Army surgeon and might be required to provide immediate medical response to a changing combat situation.

b. Command Relationships to Lower Com-

mands. With subordinate units, normal command and supervisory staff relationships within areas of assigned interest will transpire. Formal directives will be through command

channels and informal liaison within spheres of interest may be direct.

c. *Command Relationships to Parallel Commands.* Normal staff relationships.

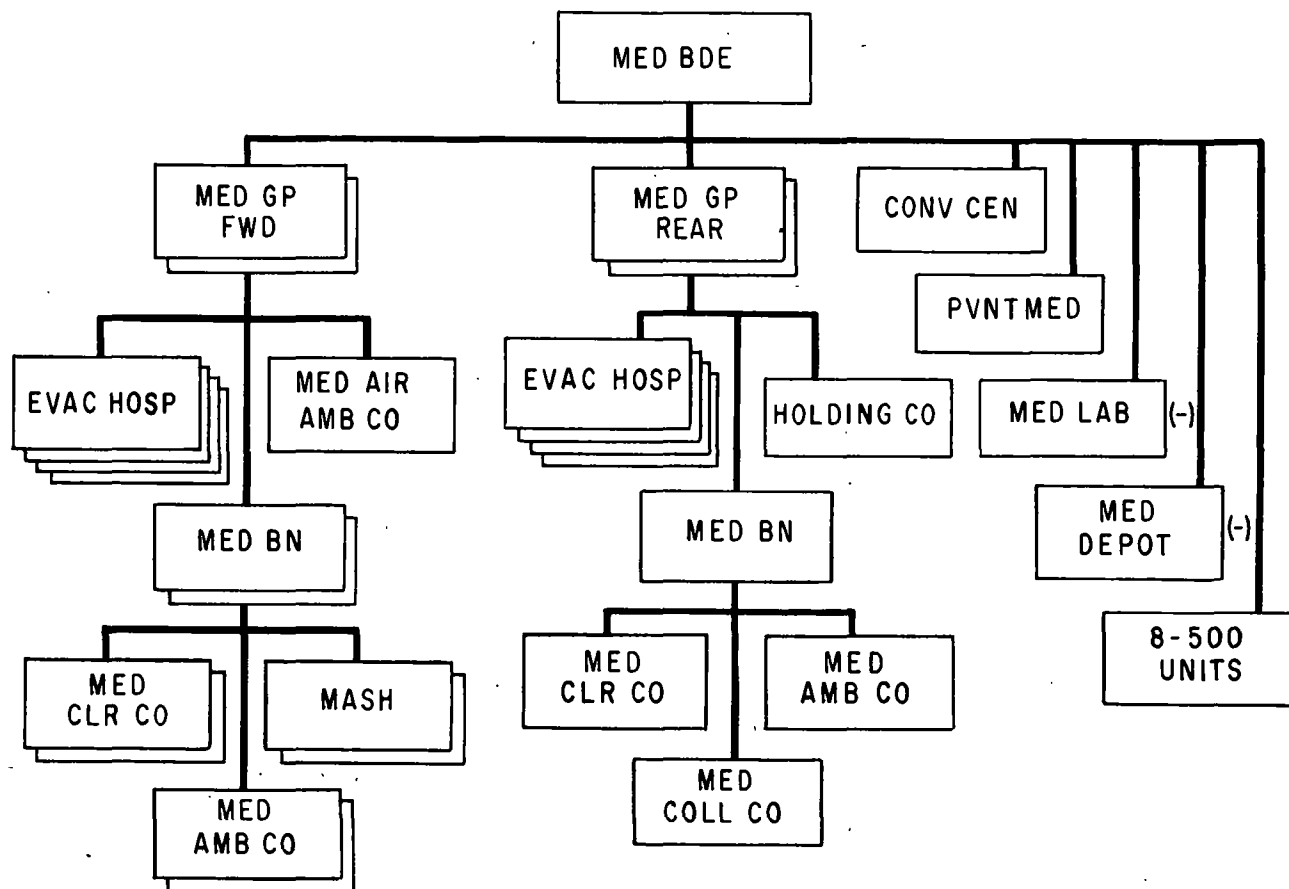


Figure 13-1. Medical brigade, 8-division field army.

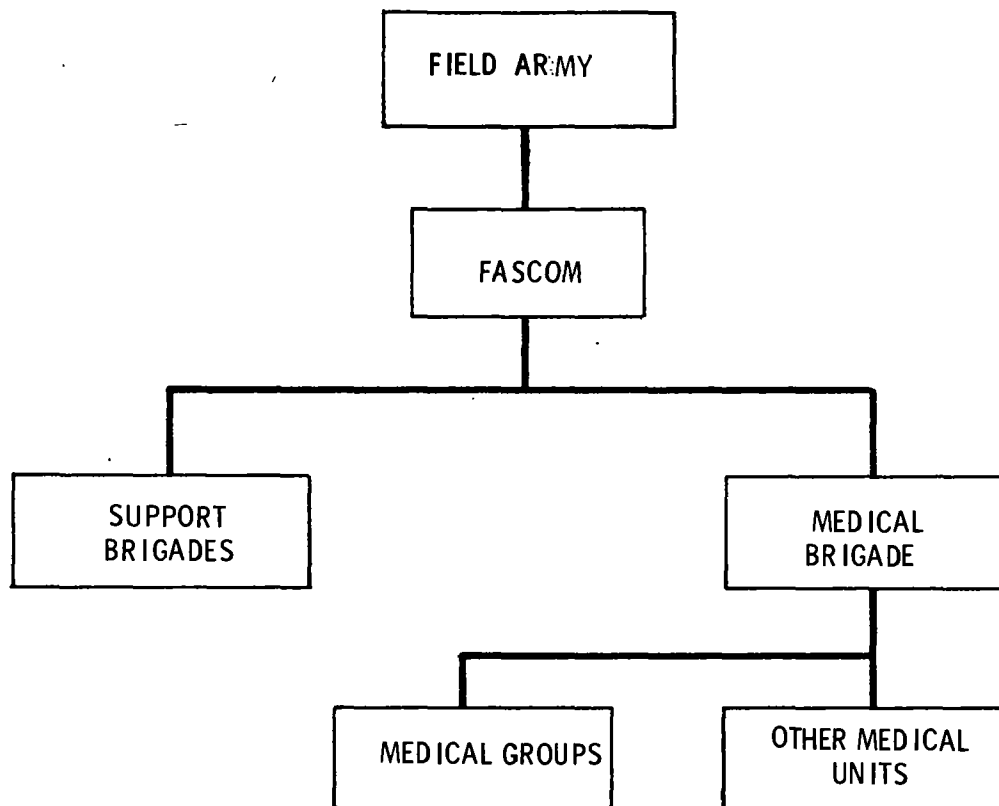


Figure 13-2. Command relationships.

Section II. OPERATIONAL CONCEPTS

13-4. Field Army Medical Service

The field army medical brigade headquarters provides command, control, planning, and continuous operation of the field army medical service. Execution of the medical service mission is accomplished through centralized control of decentralized operations. Policies are provided for the effective integration of medical activities in the field army and are coordinated with supported units.

13-5. Group Headquarters

The major subordinate command and control elements of the medical brigade consist of two forward and two rear medical group headquarters. The number of units attached may vary according to the requirements of the tactical situation and specific missions assigned. The forward medical groups are concerned primarily with evacuation of patients from divisions. In addition, they provide area medical service for

troops in their area of operation. The rear medical groups are designed to provide a continuous hospital service for the field army. These units will operate as close as possible to the combat units without interfering with combat operations.

13-6. Hospitalization

The evacuation hospital, 400 bed, will be the primary means of providing hospitalization to field army troops. It will provide hospital care for all classes of patients. It will provide definitive care for those patients who can be returned to duty within the prescribed evacuation policy of the field army. For other patients it will provide treatment necessary to prepare them for evacuation to general hospitals of TASCAM.

13-7. Evacuating Patients

Field army medical service is responsible for evacuating patients from division clearing sta-

tions to the hospitals of the field army. The means of transportation is by either ground or air.

13-8. Nondivisional Troops

Medical service to nondivisional troops. Medical service for corps and army troops is provided by the medical brigade on an area basis and includes all functions associated with unit, division and field army level medical service.

13-9. Control of Evacuation

Medical regulating provides the means for an orderly and efficient field army patient evacuation and treatment system. Careful control of the evacuation of patients to field army hospitals is necessary to effect an even distribution of cases, to assure adequate beds for current anticipated needs and to route patients requiring specialized treatment to the proper installations. This control is exercised by the medical regulating element of the field army medical brigade. The medical brigade is assisted in this function by ADPE located throughout the field army in support brigades and in FASCOM.

13-10. Speed and Efficiency

Command and control elements have only one major function to perform which enables them to operate with maximum speed and efficiency in a changing tactical situation. Hospitalization and treatment facilities provide patients with the minimum therapy necessary to return them

quickly to duty or to make them transportable for evacuation to TASCOT.

13-11. Army Medical Depot

This depot installation receives, stores, and issues medical supplies; performs field maintenance functions on Army Medical Service equipment; inspects and supervises organizational maintenance of Army Medical Service equipment; fabricates and repairs spectacles; and distributes whole blood to medical facilities of the field army. Its advance platoons can operate independently. Whenever feasible, an army medical depot is located centrally within the field army service area, with reference to the road net, in order to be accessible to motor vehicles operating from division, corps, and army units. The depot normally has a 5-7 day level of medical supplies. In normal depot operations, bulk issues are made to army supply points, but issues may also be made to nearby user units as required by local circumstances. Hospitals in the field army area draw their medical supplies directly from the medical depot or medical supply points nearest them. Divisions draw their medical supplies from the advance platoons supporting the corps to which the divisions are assigned or attached. The army medical depot consists of a depot headquarters, a base platoon, and three identical advance platoons. The depot headquarters and base platoon normally function in the field army service area, while the advance platoons usually function forward in the corps area.

Section III. ORGANIZATION AND CAPABILITIES

13-12. Headquarters and Headquarters Detachment, Medical Brigade, TOE 8-112E (fig. 13-3)

This TOE provides army level medical support within a field army and commands all nondivisional medical units in the field army. It is allocated on the basis of one per field army and has the following capabilities:

a. Command, control, staff planning and supervision of operations, training and administration of three to seven medical groups or

their equivalent in attached units engaged in providing field army level medical service.

b. Staff services to include—

- (1) Keeping the FASCOM commander and his staff informed on the health of the command and on the medical aspect of matters affecting combat service support to the army.
- (2) Providing current information concerning the medical aspects of the combat service support situation to the surgeons of higher headquarters.

- (3) Coordinating medical service operations of the field army.
- (4) Field army medical regulating.

13-13. Headquarters and Headquarters Detachment, Medical Group, TOE 8-122E
(fig. 13-4)

This TOE provides command, control, and administrative supervision of attached medical units. This unit is allocated on the basis of two per corps supported. Capabilities include—

a. Command, control, staff planning and supervision of operations, training and administration of three to seven nondivisional medical battalions, or their equivalent.

b. Limited administration support for attached units.

13-14. Headquarters and Headquarters Detachment, Medical Battalion, TOE 8-126E
(fig. 13-5)

This TOE provides command, control and planning for a medical service battalion (non-divisional); to include logistical support. In FASCOM, this unit commands three to seven medical companies or equivalent units. Capabilities include providing logistic support for the component units of a nondivisional medical service battalion.

13-15. Mobile Army Surgical Hospital, TOE 8-571E
(fig. 13-6)

This TOE provides resuscitative surgery and medical treatment necessary to prepare critically injured or ill patients received from division medical elements for extended evacuation. One unit is required per division in the force supported. Capabilities include the following for a maximum of sixty patients:

a. Resuscitative surgery and medical treatment necessary to prepare critically injured and ill patients for extended evacuation to supporting medical facilities capable of providing definitive treatment.

b. Patient holding facilities for patients ready for evacuation. The holding element also can operate independently for short periods while the rest of the unit displaces to establish a new facility.

13-16. Medical Air Ambulance Company, TOE 8-137E
(fig. 13-7)

This TOE provides aeromedical evacuation of patients; movement of medical personnel and accompanying equipment and supplies to meet a critical requirement; and delivery of whole blood, biological, and medical supplies when there is a critical requirement. It is allocated on the basis of one per corps supported. The Medical Air Ambulance Company is operationally self-sufficient and is capable of performing the following functions:

a. Providing aeromedical evacuation of critically injured patients to the nearest medical unit capable of providing required surgery and medical treatment.

b. Pickup of patients from units in the immediate area of contact with the enemy except from an airhead or airborne force objective area that is logistically supported by the United States Air Force.

c. Providing routine aeromedical evacuation of all categories of patients.

d. Expeditious delivery of medical personnel and materiel to meet emergency treatment requirements within the combat zone.

13-17. Medical Ambulance Company, TOE 8-127E
(fig. 13-8)

This TOE provides ground ambulance evacuation of patients. It is allocated on the basis of five per corps supported and has the following capabilities:

a. Provides ground ambulance evacuation of patients.

b. The company has a single lift capability for evacuation of 144 litter patients or 188 ambulatory patients. When bus ambulances are

authorized in lieu of $\frac{3}{4}$ -ton ambulances to perform mass evacuation missions in the communications zone, the single lift capability is increased to 324 litter patients or 792 ambulatory patients.

**13-18. Medical Clearing Company,
TOE 8-128E
(fig. 13-9)**

This TOE receives, sorts, and provides emergency or resuscitative treatment for patients until evacuated and provides definitive treatment for patients with minor illnesses, wounds, or injuries. It is allocated on the basis of five per corps supported. This unit provides—

a. Medical clearing facilities by operation of three separate platoons, each with a capacity of 80 patients. Under extreme conditions each platoon can, for a limited period of time, care for about 120 patients.

b. A medical convalescent facility.

c. One, two, or three medical holding facilities.

d. Supplemental medical service for combat divisions or hospitals, as required.

**13-19. Medical Collecting Company,
TOE 8-129E
(fig. 13-10)**

This TOE provides litter bearer support in the combat zone as required. It is allocated on the basis of one per corps supported. It provides four litter bearer platoons of ten four-man litter squads each, to support and supplement medical units in the field, and litter bearer augmentation to divisions and to non-divisional installations in the army service area.

**13-20. Preventive Medicine Service Unit,
Field, TOE 8-204E
(fig. 13-11)**

This TOE provides facilities for the field study, evaluation, and control of environmental and other factors affecting the health and morale of troops in the field. It is allocated on

the basis of one per field army and has the following capabilities:

a. Planning, supervision, and operation of preventive medicine activities.

b. Epidemiologic investigation of conditions affecting the health of troops and animals.

c. Field surveys and inspections of significant environmental health factors.

d. Evaluation of the results of epidemiologic investigations and field surveys or inspections.

e. Collection, evaluation, and preservation of medical, veterinary, and sanitary data in geographic areas of commitment.

f. Planning and application of measures for the prevention and control of diseases and injuries.

g. Control of militarily significant disease reservoirs in civilian population groups and indigenous animals as directed.

h. Planning and supervision of programs for the instruction of troops in personal and organizational measures for the preservation of health including training of field sanitation teams.

**13-21. Evacuation Hospital, TOE 8-581E
(fig. 13-12)**

This TOE provides hospitalization for all classes of patients within the combat zone. It is allocated on the basis of two per division supported. When employed with professional complement, this unit has the following capabilities:

a. Hospitalization for 400 and 320 patients of all classes at full and reduced strength respectively.

b. Limited outpatient service to the military population in the immediate vicinity of the hospital facility.

c. Preparation of patients for evacuation to other medical facilities.

d. Austere medical treatment for an expanded capacity of 600 patients, in an emergency and for a limited time only.

13-22. Convalescent Center, TOE 8-590E
(fig. 13-13)

This TOE provides facilities for the convalescent care and physical reconditioning of patients. It is allocated on the basis of one per field army. With the professional complement, this unit provides the following for 1,500 patients:

a. Convalescent care and physical reconditioning of patients expected to be returned to duty under existing evacuation policy.

b. Dispensary type medical and dental treatment.

13-23. Medical Laboratory, TOE 8-650E
(fig. 13-14)

This TOE furnishes complete medical laboratory service within a theater of operations. It is allocated on the basis of one per field army. The unit provides medical laboratory service in direct support of a field army or general support within a theater of operations, and is capable of—

a. Operating one base and three mobile laboratories.

b. Performing laboratory examinations normally within the capabilities of the unit as listed in AR 40-440.

c. Assisting in the detection and identification of agents used in nuclear, biological, and chemical conflict in personnel exposed to such agents and evaluating their actual or potential hazards.

d. Conducting medical research investigations and technical inspections.

e. Performing tests in support of epidemiological studies.

f. Manufacturing diagnostic biologicals.

g. Establishing a theater histopathology center.

13-24. Army Medical Service Cellular Unit, TOE 8-500

a. Mission. These units or teams perform medical service functions where units of less

than company size are required. Cellular units or teams increase the capability of fixed strength units where increments of less than company size are required. These teams are designed to provide organizations which differ in size and composition depending upon the tactical, logistical, and professional consideration involved, and insure a maximum of flexibility in the field organization of the Army Medical Service. These teams also provide command and administrative personnel for medical composite units.

b. Assignment capabilities. The capabilities of units organized under TOE 8-500 vary with the size and grouping of the teams used. Unless specifically provided for in the basic organization, these teams must be furnished mess, administration, and motor maintenance service.

c. Allocation. Cellular or specialist teams may be attached or assigned, as required to fixed strength units or may be organized into medical service composite units to perform medical functions under varying conditions.

13-25. Army Medical Depot, TOE 8-667E
(fig. 13-15)

This TOE furnishes depot support to a field army. It is allocated on the basis of one per field army and has the following capabilities:

a. Receipt, storage, and issue of medical supplies and equipment.

b. General support maintenance of medical equipment.

c. Fabrication and repair of spectacles.

13-26. Medical Holding Company, TOE 8-57E
(fig. 13-16)

This TOE provides medical holding facilities and limited medical treatment at patient transfer points such as airheads and railheads. It is allocated on the basis of one per corps supported. Capabilities include—accommodating 300 patients in a single holding facility; or

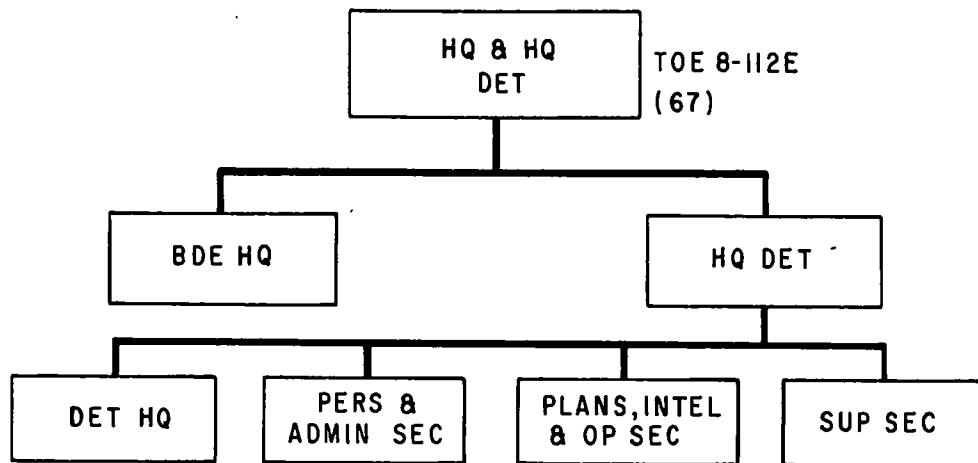


Figure 13-3. HHD, medical brigade.

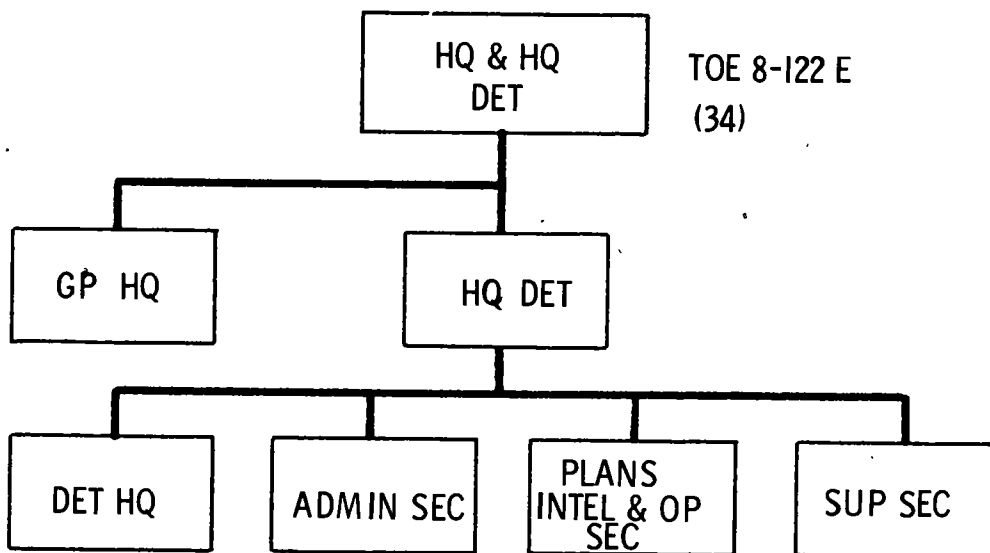


Figure 13-4. HHD, medical group.

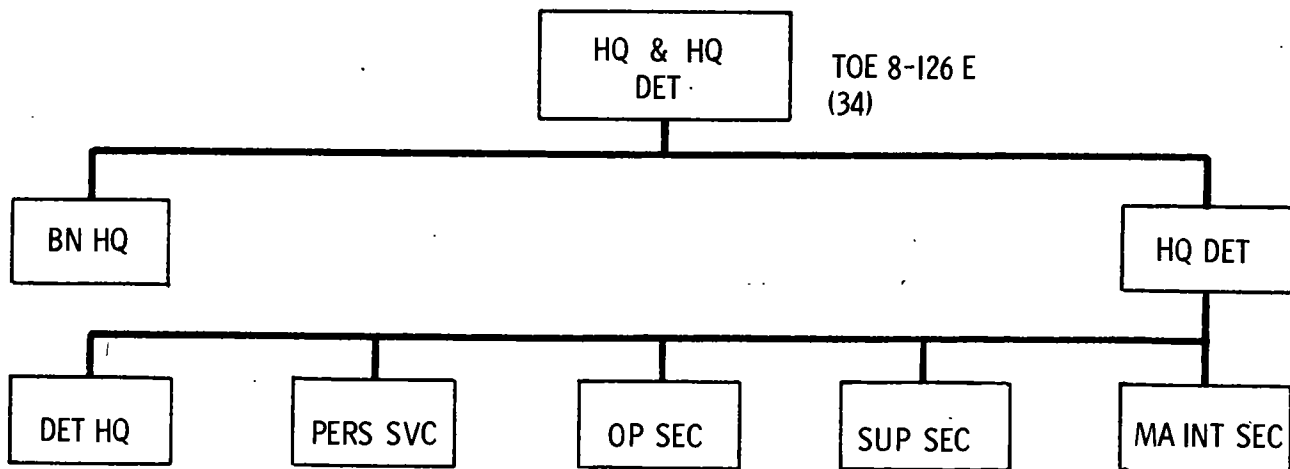


Figure 13-5. HHD, medical battalion.

when augmented by mess teams of TOE 29-500 it can operate as three separate platoons, each capable of accommodating 100 patients;

providing necessary emergency treatment; supportive therapy; continuation of established treatment regimens; and nursing care.

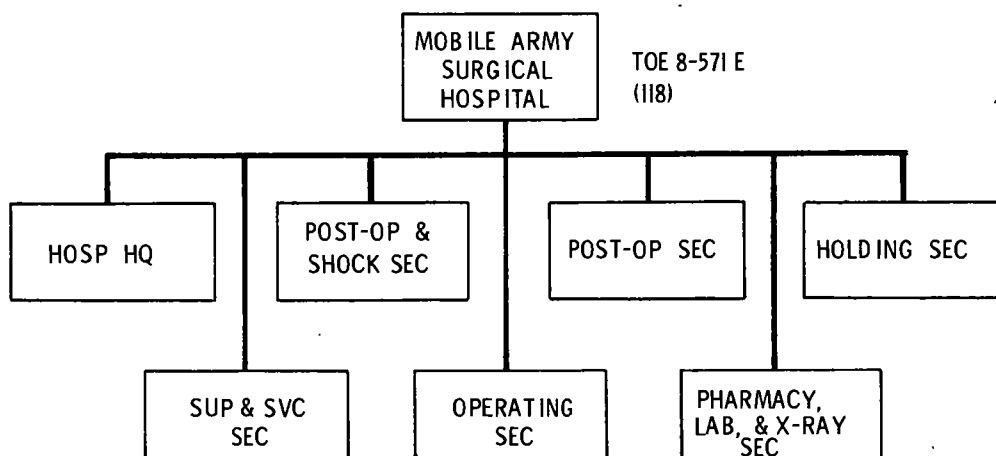
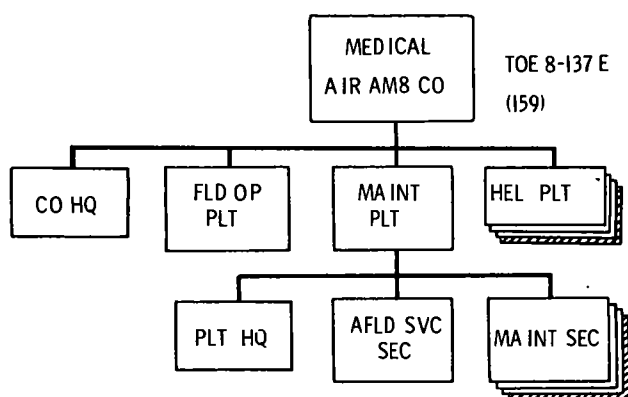
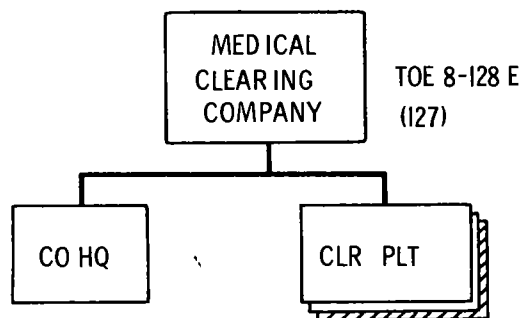


Figure 13-6. Mobile army surgical hospital.



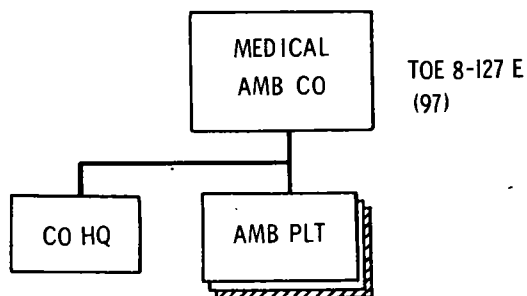
Not included in reduced strength organization.

Figure 13-7. Medical air ambulance company.



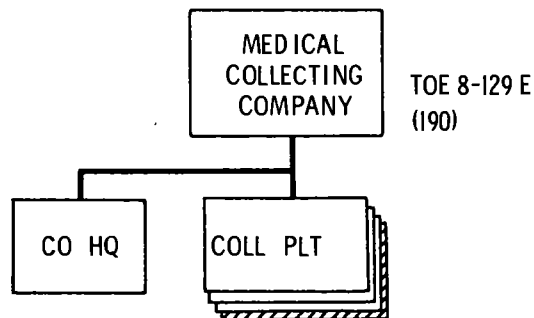
Not included in reduced strength organization

Figure 13-9. Medical clearing company.



Not included in reduced strength

Figure 13-8. Medical ambulance company.



Not included in reduced strength.

Figure 13-10. Medical collecting company.

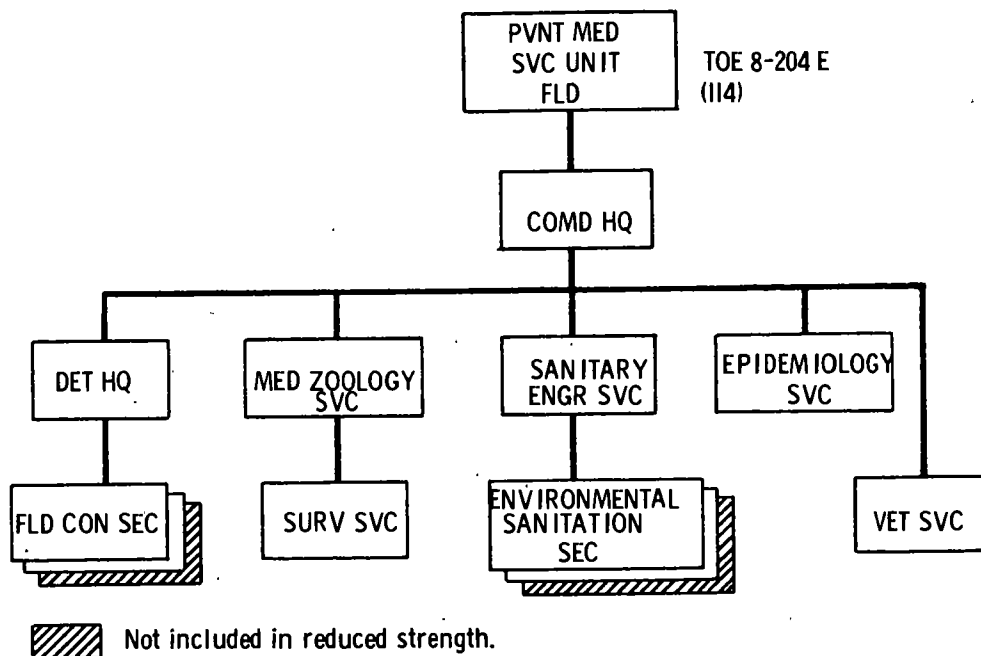


Figure 13-11. Preventive medicine unit.

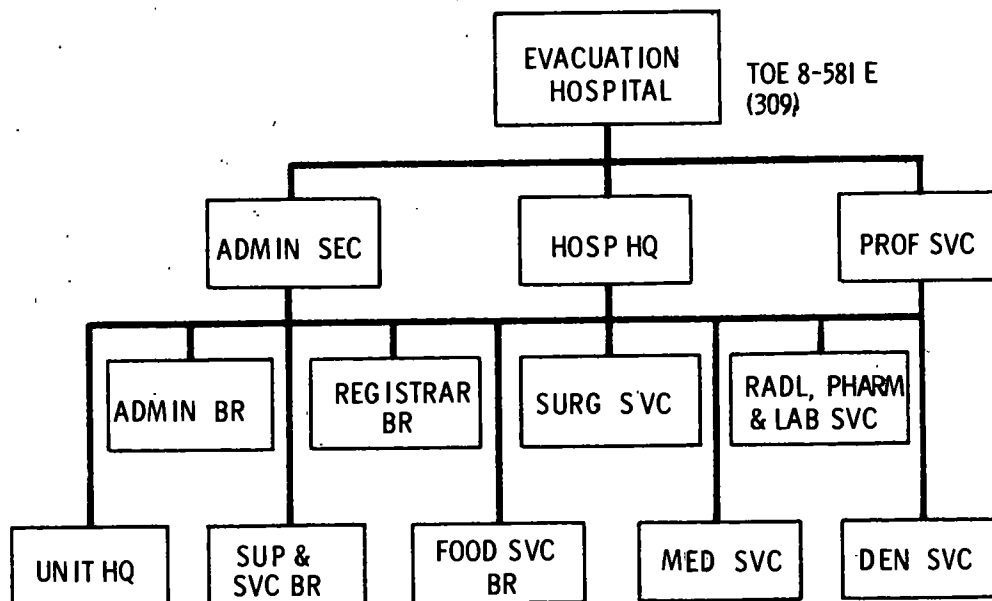


Figure 13-12. Evacuation hospital.

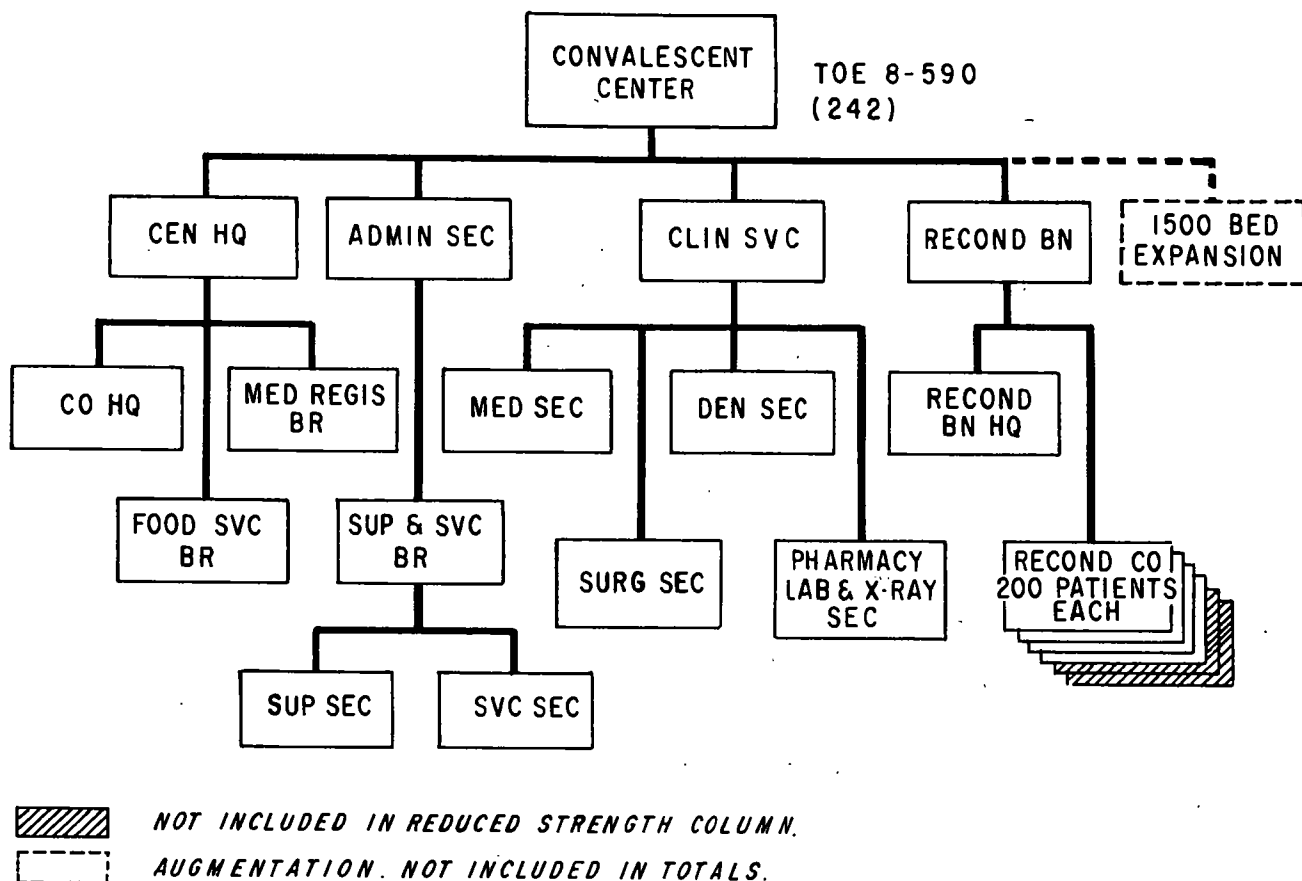


Figure 13-13. Convalescent center.

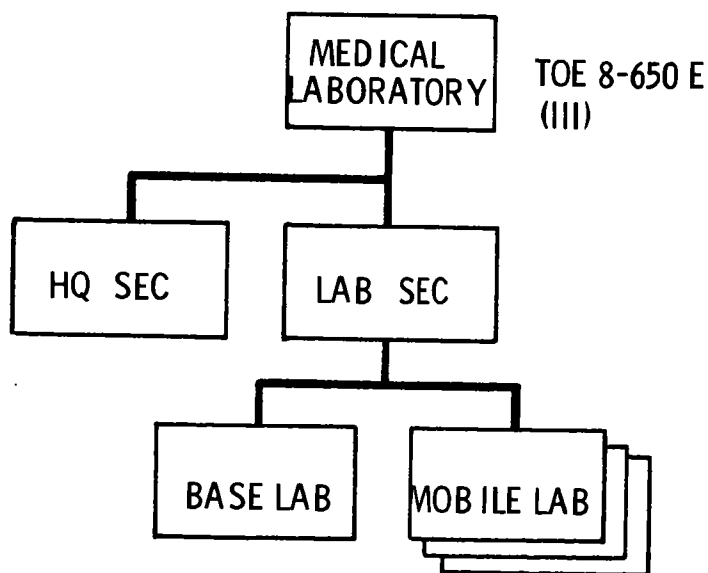


Figure 13-14. Medical laboratory.

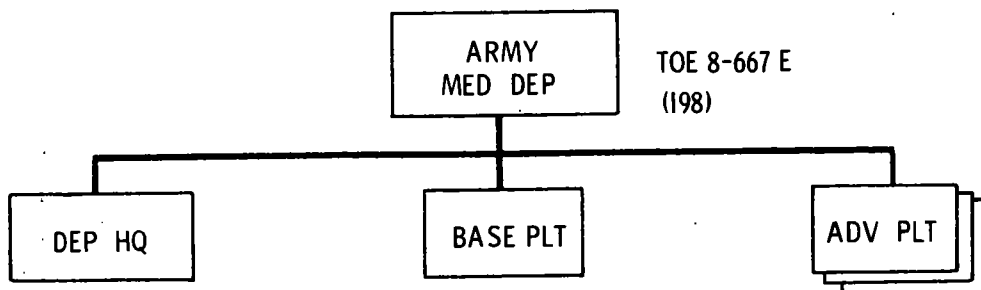


Figure 13-15. Army medical depot.

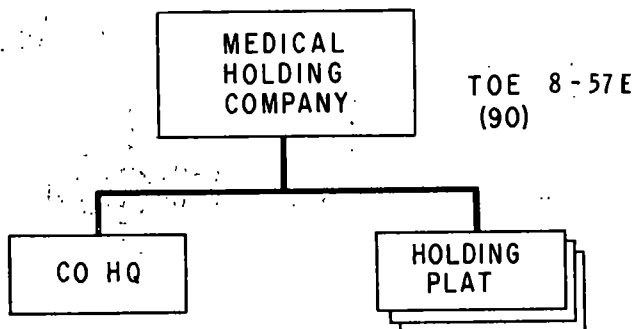


Figure 13-16. Medical holding company.

CHAPTER 14

MILITARY POLICE BRIGADE

Section I. GENERAL

14-1. Mission and Functions

The mission of this brigade is to provide complete military police services for the field army service area and to provide functionalized support for the handling of prisoners of war, civilian internees and U.S. military prisoners on an army-wide basis. This brigade performs the following functions within this area.

a. Traffic control.

b. Handling prisoners of war and civilian internees.

c. Maintenance of discipline, law and order.

d. Crime prevention and investigation.

e. Confinement of U.S. military prisoners.

f. Security of critical and sensitive movements.

g. Security of installations, facilities and property.

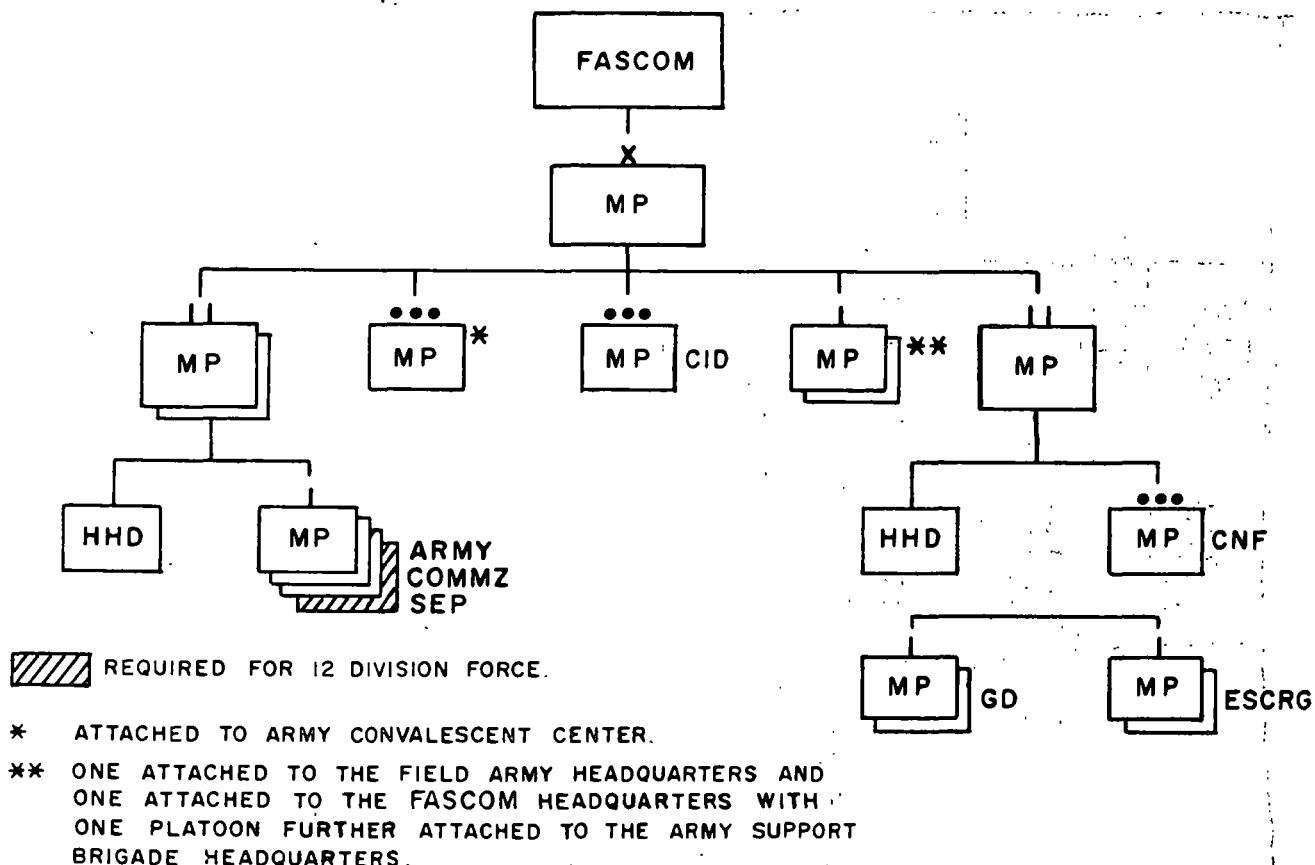


Figure 14-1. Military police brigade, FASCOM, 8- and 12-division forces.

- h. Circulation control of individuals.
- i. Assistance in rear area security and area damage control.
- j. Selecting, training, organizing, equipping and employing of indigenous paramilitary and military police personnel.

14-2. Organization

This unit is organized as shown on figure 14-1.

14-3. Command and Relationships

a. *Higher Commands.* This brigade is under the direct command control of the FASCOM headquarters. It receives its staff supervision from military police officers located in the

ACofS, Personnel Section, ACofS, Security, Plans and Operations Section and ACofS, Movements Section.

b. *Parallel Commands.* This brigade coordinates closely with the other commands on operational matters. For example, coordination is conducted with the medical brigade on injured prisoners of war, and convalescent center security activities; the traffic headquarters on traffic control activities; and the civil affairs brigade on indigenous police matters.

c. *Other Commands.* Because of the interzonal nature of prisoner of war activities and traffic control for throughput movements, continuous coordination with the TASCOM, corps and division military police units will be required.

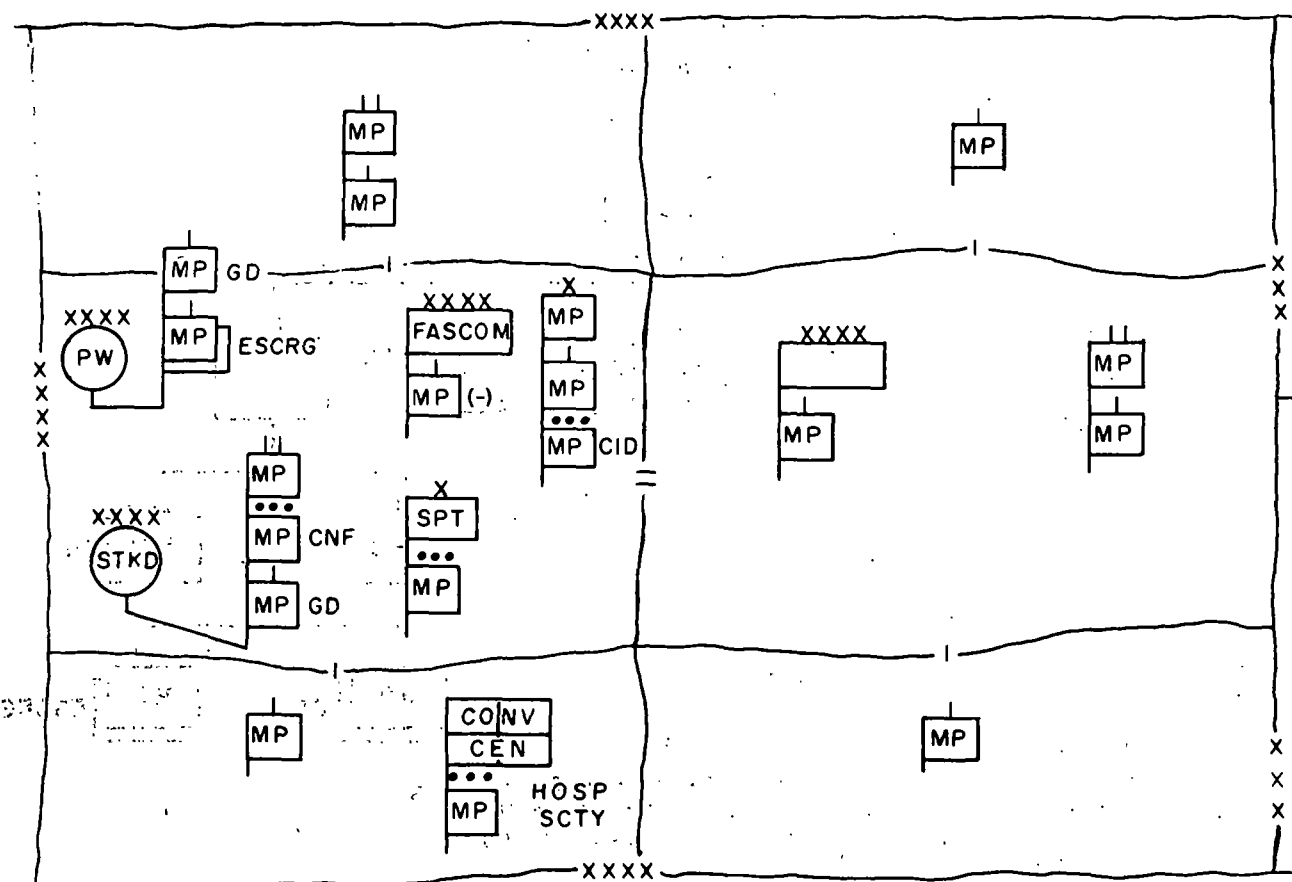


Figure 14-2. Employment, military police, 8-division force.

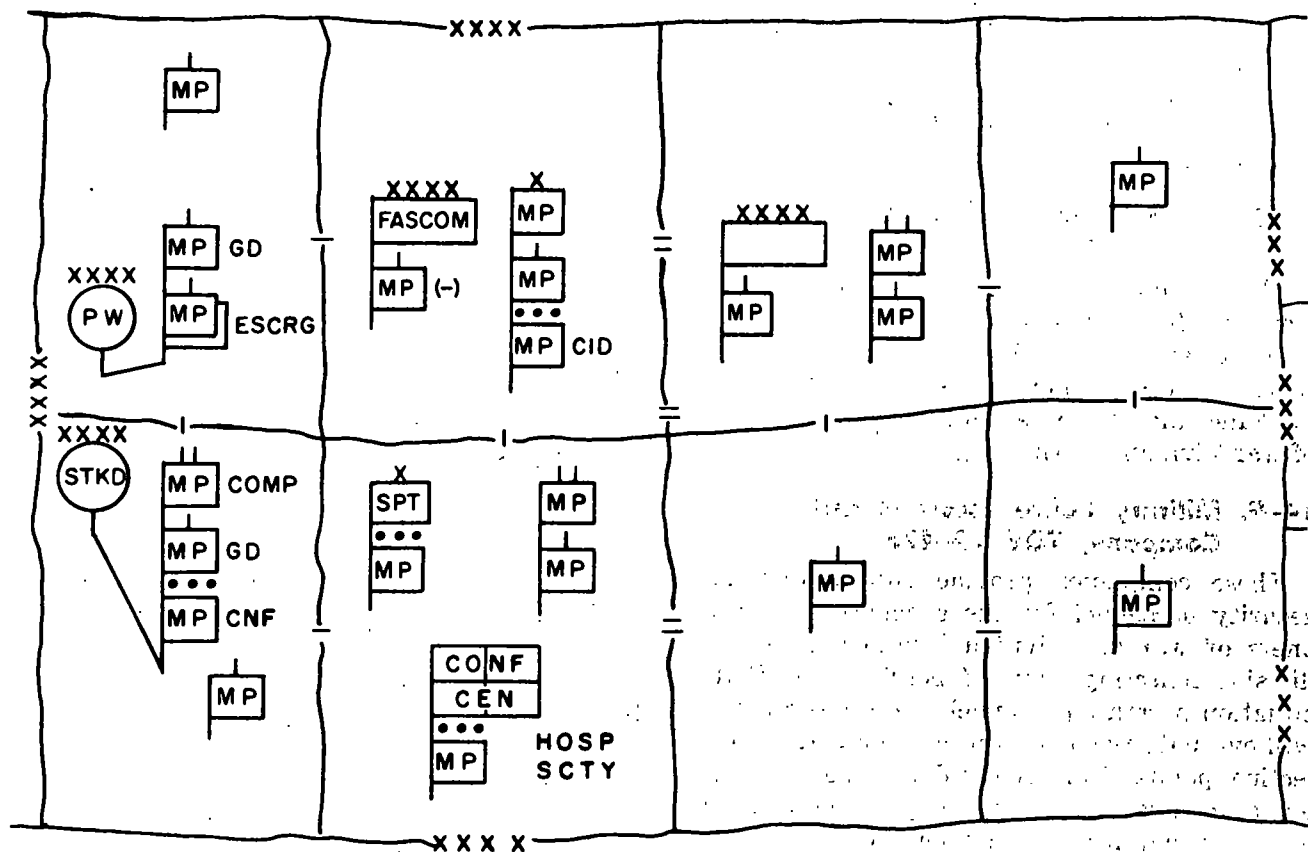


Figure 14-3. Type employment military police, 12-division force.

Section II. OPERATIONAL CONCEPTS

14-4. General

The military police units shown on figure 14-1 operate as discussed in paragraphs 14-5 through 14-15.

14-5. HHD, Military Police Brigade, TOE 19-262H

This detachment operates as the command, control and supervisory element for all military police units in the field army service area with the exception of the two separate military police companies, TOE 19-77G, which are under the operational control of the major headquarters they support and the hospital security platoon, which is under the operational control of the Army Convalescent Center. See figures 14-2 and 14-3 for a type employment of this brigade when supporting a 12- and 8-division field army service area.

14-6. HHD, Military Police Battalion, TOE 19-76G

Each battalion is normally assigned about one-half of the field army service area as an operational area of responsibility. The attached companies, TOE 19-77G, establish patrols and fixed posts throughout their assigned subareas of responsibility to perform the same functions listed for the military police battalion assigned to the Corps Support Brigade (see para 11-25 through 11-27). These battalions provide support to the corps military police battalions or the division military police companies as required.

14-7. Military Police Battalion, Composite

This battalion through its HHD Team AD, TOE 19-500H, and attached units, is responsible on an army-wide basis for the evacuation

and custody of prisoners of war and civilian internees and for the confinement of U.S. military prisoners. It also operates the army stockade and the army prisoner of war and civilian internee cage.

**14-8. Military Police Guard Company,
TOE 19-247H**

These companies fulfill the guard requirements of the army stockade and the army prisoner of war and civilian internee cage. One company provides guard services for the army stockade and the other operates the prisoner of war/civilian internee cage.

**14-9. Military Police Escort Guard
Company, TOE 19-47F**

These companies provide supervisory and security personnel for the evacuation of prisoners of war and civilian internees from the division collecting point. If possible, and if the situation permits, personnel of these companies will evacuate from the forward or brigade collecting points. Only selected prisoners of war are evacuated to the corps cages. These normally have significant intelligence value.

**14-10. Military Police Confinement
Detachment, Team MC,
TOE 19-500E**

This detachment provides for the command and administration of the army stockade. Normally, a guard company is attached for guard purposes.

**14-11. Military Police Hospital Security
Platoon, Team IG, FD and IC,
TOE 19-500E**

This platoon is under the command of the military police brigade; however, it is habitually attached to the army convalescent center for operational control. The platoon provides patrols and fixed posts in and around the center for police and security. It also operates a military police desk and information center.

Section III. ORGANIZATIONS AND CAPABILITIES

**14-16. HHD, Military Police Brigade,
TOE 19-262H**

(fig. 14-4)

This TOE commands, plans, supervises, co-

**14-12. Military Police Company,
TOE 19-77G**

The two separate companies assigned provide for headquarters security and general circulation control in and around major headquarters. One company is habitually attached to the FASCOM headquarters with one platoon further attached to the Army Support Brigade Headquarters and the other is attached to the Army Headquarters.

14-13. New Operational Considerations

New operational considerations that apply to the units of this brigade, as well as those of the Corps Support Brigade are discussed in paragraphs 11-25 through 11-27. In addition to the above considerations, the operational system for prisoners of war and civilian internee evacuation has been changed for TASTA. The escort guard companies normally will operate from the general location of the Army prisoner of war and civilian internee cage. However, as additional escort guard companies are employed to meet the requirements of the subsequent tactical phases, the units will move into the corps area so that they will be near the divisions they are supporting. From this operating point, the flexible response that will be required to adequately support the increased evacuation requirements of these subsequent phases will be where it is needed. These companies will also assist in securing prisoners of war/civilian internees being evacuated through medical channels as required.

14-14. New Organizational Considerations

The same general new organizational considerations reiterated in paragraphs 11-25 through 11-27 also apply here.

14-15. New Equipment Considerations

The same new equipment considerations as discussed in paragraphs 11-25 through 11-27 also apply here.

ordinates and controls the operations of attached military police battalions and other assigned or attached units. It is assigned on the basis of one per FASCOM and has the following capabilities:

a. Command and control for two to five military police battalions and such separate companies or detachments as may be assigned or attached.

b. Supervision of and assistance to subordinate units in training, personnel management, administration and supply matters.

c. Operational planning for the brigade.

d. Operation of the brigade wire and radio communications system.

e. Organizational maintenance on organic communications and vehicular equipment.

f. Coordination of the rear area security and area damage control activities of the brigade.

14-17. HHD, Military Police Battalion, TOE 19-76G

See paragraphs 11-25 through 11-27.

14-18. Military Police Company, TOE 19-77G

See paragraphs 11-25 through 11-27.

14-19. HHD, Military Police Battalion, Team AD, TOE 19-500H (fig. 14-5)

This TOE provides command, control, staff planning and administrative and logistical support for assigned or attached units. It is assigned on the basis of one per FASCOM and has the following capabilities:

a. Command, control, staff planning, administration and supervision of battalion operations for two to three companies.

b. Supervision of battalion level supply, organizational maintenance and communications activities.

c. Supervision and assistance of subordinate units in training and administration.

d. Maintaining liaison with appropriate headquarters and agencies.

e. Selecting, training, organizing, equipping and employing indigenous paramilitary and military police forces.

14-20. Military Police Guard Company, TOE 19-247H (fig. 14-6)

This TOE guards prisoners of war, civilian internees, military prisoners and others in confinement and performs security guard for military installations and facilities. It is assigned to field army and is normally attached to HHD, Military Police Battalion, Team AD, TOE 19-500H, on the basis of two per FASCOM with the following capabilities:

a. Guards for fifteen 2-man guard posts or patrols for a stockade containing military prisoners.

b. Guards for 5 railway security train guard posts for approximately 150 miles of mainline military railroad.

c. Guards for fifteen 2-man guard posts or patrols for prisoners of war or civilian internees at prisoner of war cages.

d. Escort guards for 40 labor detail guard posts for prisoners of war at prisoner of war camps.

e. Guards for fifteen 2-man guard posts or patrols for materiel in military installations and facilities.

14-21. Military Police Escort Guard Company, TOE 19-47F (fig. 14-7)

This TOE provides supervisory and security personnel for the evacuation and/or movement of enemy prisoners of war and civilian internees. This company is assigned to FASCOM and is normally attached to the military police battalion, Team AD, TOE 19-500H, on the basis of one per four divisions supported. Each company has the capability of evacuating the following numbers of prisoners of war and/or civilian internees by the method indicated:

Marching	1,000 to 1,500
Vehicle	1,500 to 2,000
Railway Train	2,000 to 3,000

14-22. Military Police Criminal Investigation Detachment, Team LC, TOE 19-500E

This TOE provides services required for the prevention and investigation of crime among

military personnel and other persons subject to the Uniform Code of Military Justice. It is assigned to military police units on the basis of one investigator for 2,500 personnel. This unit provides crime prevention, criminal investigation and polygraph services for the military police unit to which it is attached.

14-23. Military Police Confinement Detachment, Team MC, TOE 19-500E

This TOE provides command, control and supervisory personnel for the operation of a stockade. It is assigned on the basis of one per confinement facility with a capacity of 225 prisoners or may command a temporary confinement facility for a maximum of 250 prisoners.

oners. The organization consists of 3 officers and 23 enlisted men.

14-24. Military Police Hospital Security Platoon, TOE 19-500E (fig. 14-8)

This TOE provides military police support for the army convalescent center. Its capabilities include—

- a. Operating a military police desk and information center.
- b. Operating security posts for the hospital prisoner ward, for overall internal security and to assist in handling violent mental cases.
- c. Providing gate guards for the entrances to the installation.

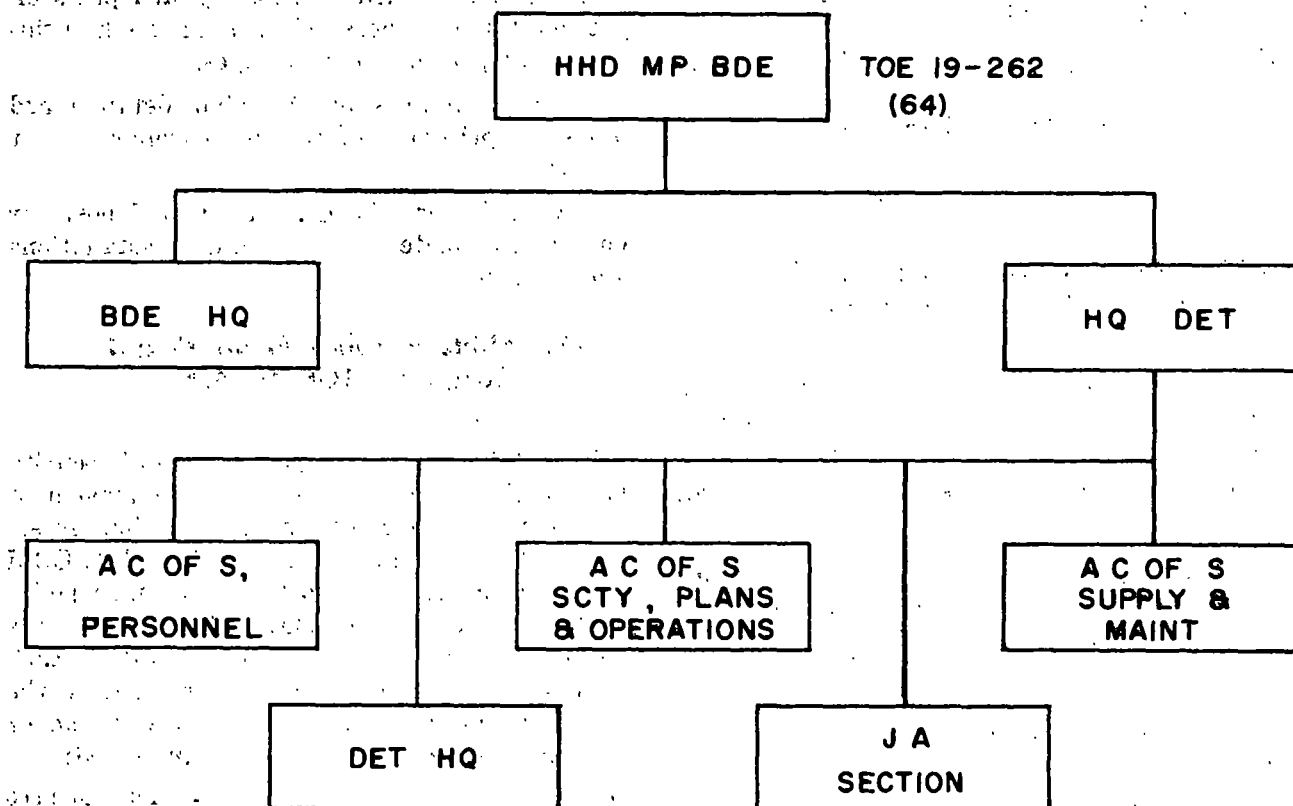


Figure 14-4. HHD, military police brigade.

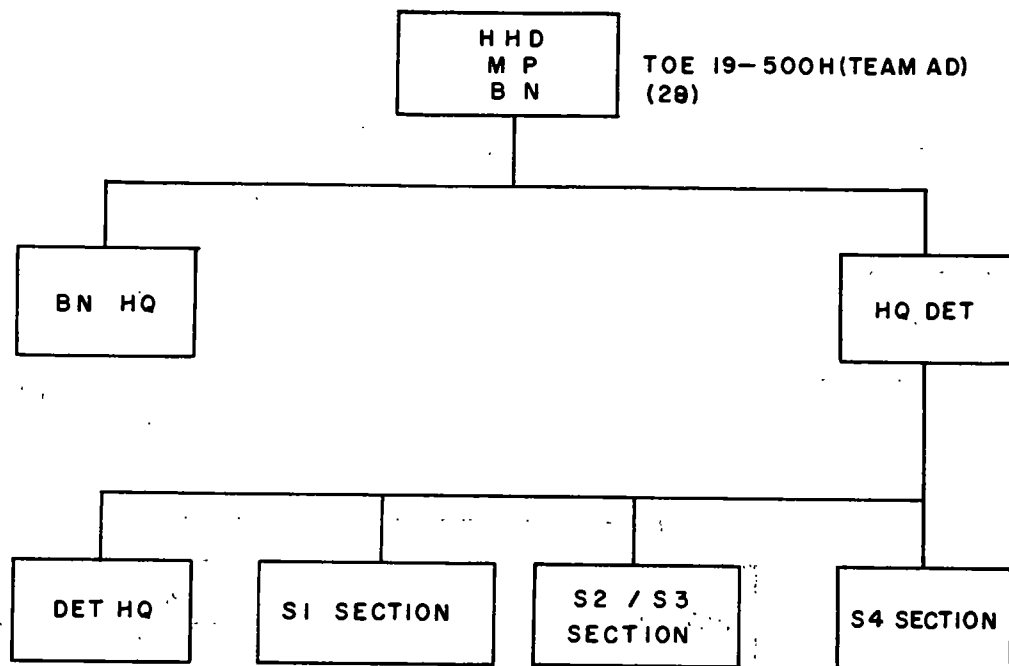


Figure 14-5. HHD, military police battalion company.

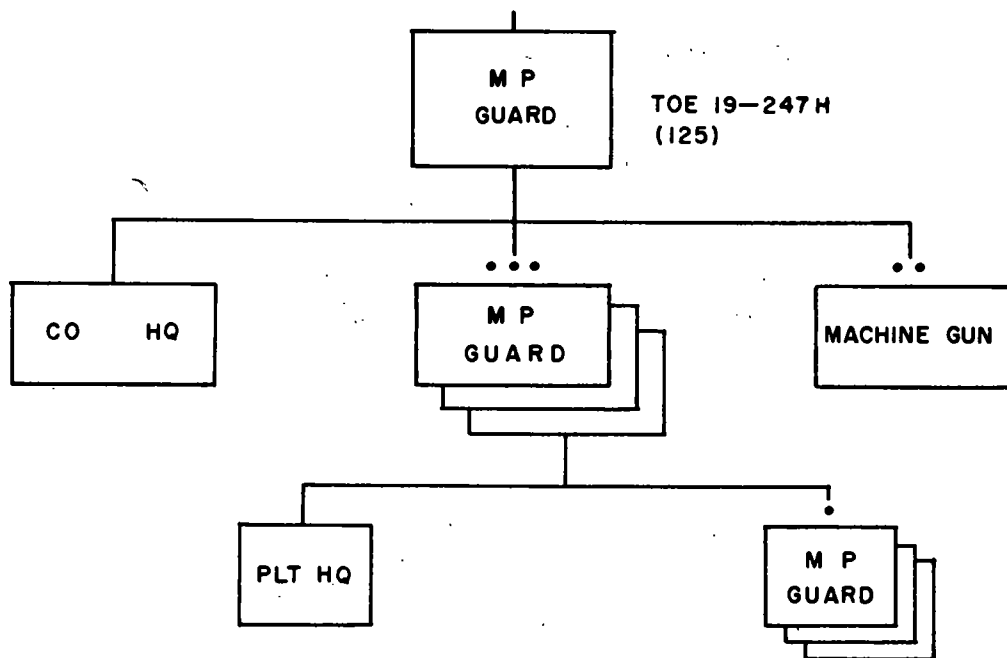
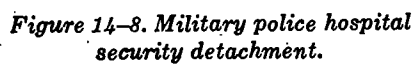


Figure 14-6. Military police guard company.



CHAPTER 15

TRANSPORTATION BRIGADE

Section I. GENERAL

15-1. Mission and Functions

a. The mission of the Transportation Brigade is to provide the following services to all users of transportation in the field army area:

- (1) Long-haul motor transport and, as required, local delivery of personnel and cargo.
- (a) For movements originating in a corps support brigade area, this service will be "backup" in nature and provided only when movement requirements exceed the capability of the support brigade's organic motor transport battalion.
- (b) In a COSCOM organization, the motor transport service includes the provision of transport for port clearance operations when a corps is operating independently.
- (2) Airlift capability for select cargo, personnel replacements, and patient evacuation and emergency, unscheduled missions.
- (3) Terminal services as required.
- (4) If Air Force aviation units are attached, transport for airdrop of personnel and materiel within capabilities of attached aviation units.
- (5) Providing an army air line of communication for necessary support of units when resupply by surface means is not feasible.
- (6) When the corps is operating independently, providing rail transport for personnel and materiel over existing rail facilities.

b. Headquarters, Transportation Brigade, is a planning and control organization. Subor-

dinate units of the brigade carry out the actual operations. In cases where there are two operating battalions for the same mode (e.g., the motor transport battalions in the FASCOM transportation brigade), the brigade performs coordinating functions. The brigade transport units provide the connecting link between the TASCOM transportation command and the direct and general support units of the corps support brigade and division areas. In a COSCOM, the transportation brigade provides a single transportation system which includes elements of the three-area transportation systems (TASCOM, FASCOM, support brigade) normally found in a land mass theater.

- (1) Maintenance functions within the transportation brigade and its subordinate units are at organizational level. Direct and general support maintenance are provided by appropriate elements of the support brigades.
- (2) Supply of transportation equipment and repair parts is a responsibility of the support brigades. Commanders of the various transportation units of the transportation brigade are responsible for requesting and maintaining supplies needed to keep their materiel in a satisfactory state of readiness.

15-2. Organization

See figure 15-1, Transportation Brigade, FASCOM (Eight Division Field Army) and figure 15-2, Transportation Brigade, FASCOM (Twelve Division Field Army).

15-3. Command Relationships

a. *General.* With headquarters FASCOM

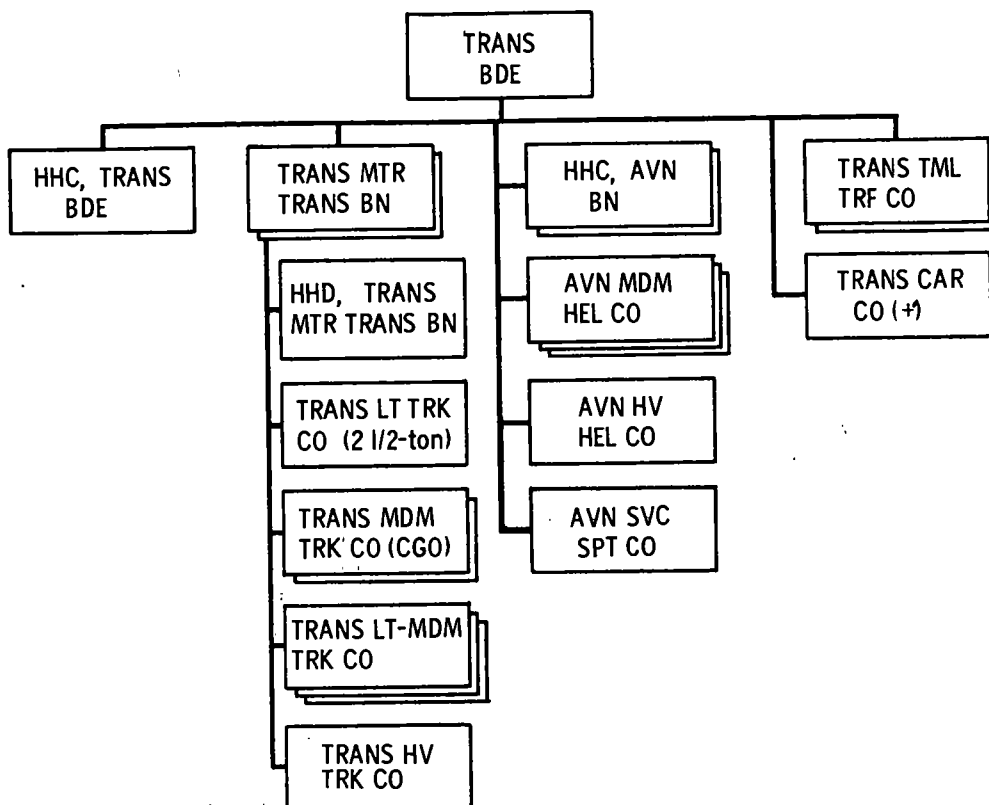


Figure 15-1. Transportation brigade, FASCOM (8-division field army).

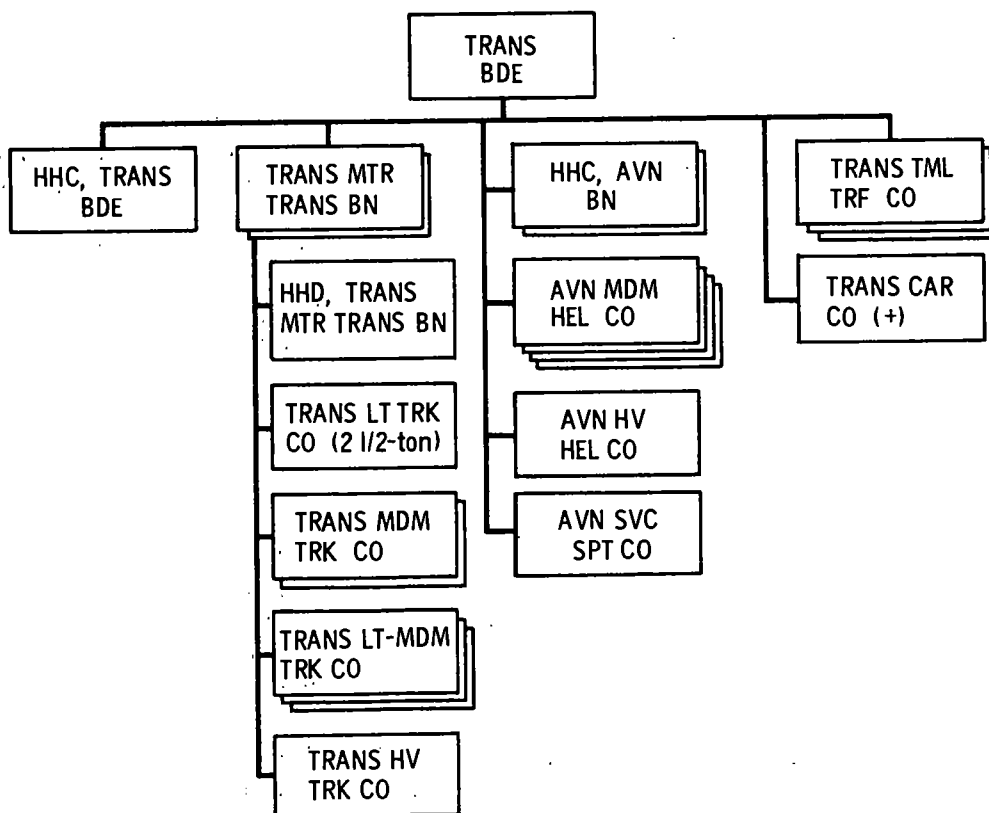


Figure 15-2. Transportation brigade, FASCOM (12-division field army).

and with the staffs of Support Brigades. Normal staff relationships.

b. *Internal.* Normal coordination within particular spheres of interest.

c. *With subordinate units.* Normal staff relationships.

d. *With the FASCOM MCC.* Formal relations through command channels; however, close informal liaison is maintained on technical matters.

Section II. OPERATIONAL CONCEPTS

15-4. General

The Transportation Brigade is organized on a building block principle. The brigade is tailored and its units deployed to meet requirements imposed by terrain, supported troop strength, available transportation net, and intensity of combat. The brigade coordinates closely with the TASCOM transportation command and directs the establishment of airheads, truckheads, and railheads at sites mutually advantageous to both units and which will facilitate the throughput of cargo and replacements moving forward from the communications zone. When the physical shifting of cargo from one carrier to another is required, the transportation brigade will assign one of its terminal transfer companies, or an element thereof, to accomplish the transfer. The transport capability of the task units attached to the transportation brigade is committed by the FASCOM Movements Control Center (MCC). The flow of replacements will be from CONUS to COM-MZ and to the field army rear area. When facilities exist, intertheater aircraft may deliver to corps area. Replacements generated in the COMMZ will be moved direct to Army, corps, or division base by Air Force aircraft when appropriate facilities exist for them. When facilities do not exist for Air Force aircraft, Army transport aircraft will make deliveries to the corps and division areas. All aircraft will be used in back hauls for evacuees and high-dollar value repairables.

15-5. Motor Transport Operations

a. The motor transport units assigned to the transportation brigade are capable of providing support to all elements of the FASCOM engaged in supply, evacuation, maintenance, and administration of a combat force. When directed by the army commander, motor transport units of the transportation brigade are

placed in direct support of tactical units in the corps and division areas.

b. The motor transport service in the FASCOM transportation brigade is provided by two motor transport battalions. These battalions command and control light (2½-ton), medium, heavy, and light/medium truck companies and a car company. The battalions will normally retain control over the light, medium, and heavy companies. The FASCOM commander may direct the attachment of the light/medium companies to support groups in the Army Support Brigade to provide direct transport support to supply and maintenance activities. The car company (reinforced) provides local delivery of light cargo and personnel for FASCOM headquarters and activities in the army service area.

c. Battalions report the capabilities of truck companies to the appropriate transportation movements office (TMO). The TMO's commit the truck capability in accordance with the FASCOM movement program or in accordance with commitment authority established by local procedures. For example, the medium truck companies will normally engage in line haul operations in accordance with the FASCOM movement program produced by the FASCOM movement control center (MCC). The light truck companies and light/medium truck companies which are allocated for local transport may be committed, within established guideline by the local TMO's.

d. Methods of employment of individual truck units and the car company are described in FM 55-35 (Test).

15-6. Air Transport Operations

a. In the field army area, requirements exist for the air transport of resupply materiel, replacements, medical evacuees, and personnel engaged in liaison, command control, rear area protection, courier service, and convoy control.

The aviation units assigned to the transportation brigade are responsible for accomplishing these air movement requirements, within their capabilities, except aeromedical evacuation.

(1) The evacuation of patients from the forward units in the field army to the supporting hospitals or medical installations in the field army rear or communications zone is a responsibility of the medical service. However, when air transport capabilities available to the medical service (including Air Force capabilities) cannot meet requirements, aircraft of transportation brigade units may be used in patient evacuation.

(2) When airlift requirements of the tactical forces exceed the capabilities of organic aviation units of divisions and corps, the field army commander may direct the employment of the air transport capability of the transportation brigade in combat support operations. Normally such support will be provided on a mission basis by attachment of an aviation element(s) to the tactical command for the duration of the specific mission. Upon completion of the mission the aviation element(s) reverts to control of the transportation brigade.

b. It is estimated that 12.5% of the total materiel resupply requirements of the field army require air movement. This percentage includes mail, missiles and missile components, repair parts, and high priority supplies. Additionally, some 400 replacements and/or security personnel require air transport in the combat zone. The transportation brigade has sufficient air lift capability to accomplish about 75% of these requirements or, in a type field army, to lift about 900 short tons per day. The balance of the daily airlift requirement (300 short tons per day) is met by utilization of Air Force aviation units. This Air Force support may be in the form of an allocation of a portion of the Theater Air Force transport capability to the FASCOM or by attachment of Air Force units to the FASCOM or transportation brigade.

c. Transport aircraft are employed in the field army area in the manner shown in figure 15-3. It should be noted that the Air Force aircraft (CV-2, CV-7, C-123) and medium helicopters (CH-47) make long-haul deliveries, while the heavy helicopters (CH-54) are limited to local deliveries; and the CH-47's make deliveries forward of the division support command and, when required, may make unit distribution.

d. The aviation service support company is employed on an area basis and supports command headquarters and subordinate units located in the FASCOM area. It provides air lift for command control, liaison, aerial radiological survey, convoy control, courier service, and observation and reconnaissance in support of rear area protection operations. The aircraft of this unit also materially assist in maintaining a manual back up for the communications system for automatic data processing activity.

e. The aviation battalion provides the movement control center with current and forecast status reports of air transport capability. Requirements for aviation support are received at the FASCOM MCC; processed in accordance with priorities of the FASCOM commander, and forwarded to the aviation battalion in accordance with established movements procedures. Air Traffic Coordinating Officers of the Movement Control Company provide local coordination among the shippers, receivers, and transporting aviation unit. The aviation battalion maintains continuous coordination with the MCC either by providing a liaison officer or by establishing an efficient reporting system. Details of operation of transport aircraft units and the aviation service support company are contained in FM 55-46 (Test).

15-7. Terminal Transfer Operations

a. Terminal transfer operations consist of shifting cargo from one mode of transportation to another or from one type of transport within a mode to a different type (e.g., from a medium truck to light trucks) at an intermediate point within the transportation system. Within the field army this service is

supplied at rail, air, motor transport, and inland waterway terminals by a terminal transfer company. (As the field army does not normally operate ocean terminals, terminal service companies with their ship and shore platoons and heavy port operating equipment are not required.)

b. The terminal transfer company has three platoons, each capable of transferring 300 short tons of cargo per day from one mode to another at a transfer site. The company or its platoons normally operates under the supervision of the mode operator having primary responsibility for operation of the terminal. Details of the capabilities and employment of the terminal transfer company are contained in FM 55-55 (Test).

c. The terminal transfer company does not have organic transportation for the onward movement or local distribution of incoming cargo. When such transport is required, it is requested by the terminal transfer company from the local TMO in accordance with established movements procedures.

d. Terminal transfer companies are not normally employed at shipping or receiving supply activities. The loading and/or unloading of cargo at such installations are responsibilities of the shipper or receiver.

15-8. Movement Control Operations

The FASCOM movement control company, though not assigned to the transportation brigade, is described in this chapter as it is the agency which commits the transport capability of the transportation brigade and its attached units. The movement control company is attached to the FASCOM headquarters and operates under the operational control of the ACofS, Movements. Teams from the movement control company staff the FASCOM MCC, the FASCOM highway traffic headquarters, and provide TMO's and highways regulating points (HRP's) within the army service area.

a. The size of the field army area normally necessitates its division into two general areas with a TMO exercising area or regional super-

vision over each area. Additional TMO's are provided to serve particular activities within the area and to insure a smooth working interface with the TASCOM Transportation Command.

b. The Theater Army commander delegates to the TASCOM primary responsibility for planning and monitoring the throughput of personnel and materiel from the COMMZ into and through the field army service area and corps support brigade areas. The TASCOM therefore prescribes the format and frequency of reports to be submitted in connection with throughput shipments originating in the COMMZ. The FASCOM (MCC) assures that required reports are made to the TASCOM and prescribes the format and frequency of reports required for shipments originating in the field army area.

c. Host-nation civilian and military activities, allied-nation military forces and other services, will have requirements for road space and transport capability that is available in the army rear. To coordinate these requirements and to allocate transport resources that may be available from military cross-nation support or from civilian sources, the FASCOM commander may direct the MCC to establish a combined movements center. This center will be the focal point for the coordination of inter-sectional movements requirements with movement capabilities on joint, intercommand, allied-forces, and host nation basis.

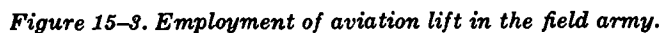
d. The combined movements center consists of the representatives of the MCC and highway traffic headquarters of FASCOM, TASCOM, other services, host-nation, and allied nations having requirements for transport capability or road space in the army area. Host-nation civilian requirements and transport capabilities will be presented by their military MCC and highway traffic representatives.

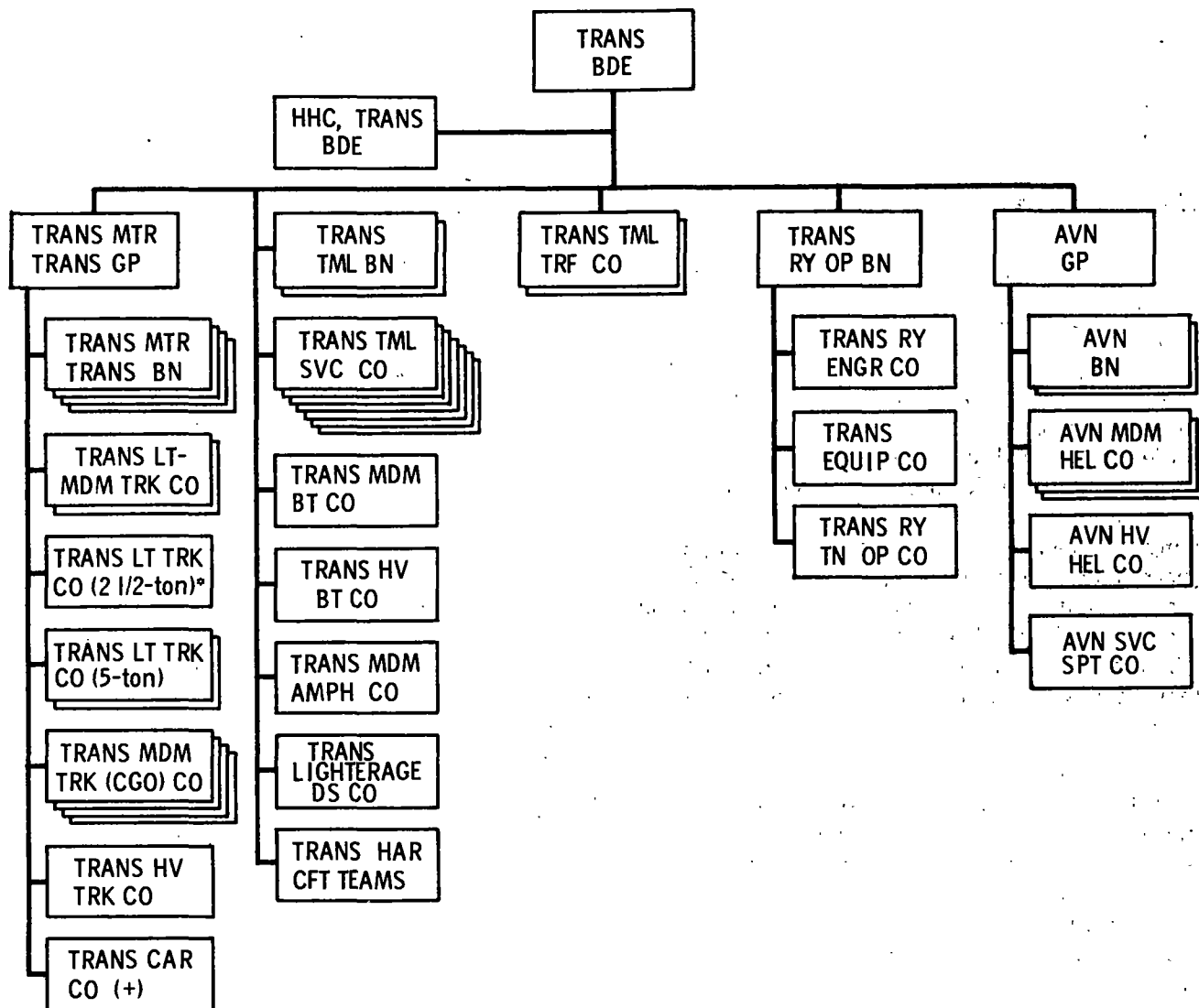
e. The FASCOM MCC performs for the FASCOM the same general functions as its counterpart in the corps support brigade, with the following additions:

- ### 15-9. COSCOM Operations

a. It will be noted that a motor transport group is required to command the five motor transport battalions.

b. Two terminal battalions with terminal





*25 companies

Figure 15-4. Transportation support of an independent corps.

service, lighterage, and associated maintenance units are attached to the transportation brigade.

c. One railway operating battalion with equipment, engineering, train operating, and

maintenance units is attached to the transportation brigade.

d. An aviation group may be required depending on the number of aviation battalions employed.

Section III. ORGANIZATIONS AND CAPABILITIES

15-10. Headquarters and Headquarters Company, Transportation Brigade, TOE 55-62 (fig. 15-5)

This unit is a command and control orga-

nization with the mission as described in paragraphs 15-1 through 15-3. It can command and supervise motor transport, aviation and terminal transfer operations. The FASCOM transportation brigade requires additional staff per-

sonnel to supervise rail and marine terminal operations. The headquarters and headquarters organization is organized as a conventional command and control headquarters for combat service support organizations.

15-11. Transportation Motor Transport Services

Motor transport services in the FASCOM transportation brigade (eight-division field army) are performed by a combination of truck companies operating under the brigade's two motor transport battalions. These companies consist of two 2½-ton light truck companies, four medium truck companies, twelve light/medium truck companies and two heavy truck companies. Additionally, there are in the army service area six medium truck companies (petroleum) attached to petroleum battalions and a modified car company. The composition and capabilities of the motor transport battalion, the light medium truck company and the heavy truck company were described in paragraphs 11-21 through 11-24.

a. *Transportation Medium Truck Company, TOE 55-18* (fig. 15-6). The 5-ton truck-tractor, 12-ton semitrailer combinations of this unit will be the most productive trucks for employment in long hauls throughout the TASTA-70 time frame. While its off-road capabilities are limited, when compared with light trucks and tracked vehicles, the unit provides a throughput capability unapproached by other type truck companies, since the tractor semitrailer permits the use of trailer relays similar to those employed by commercial trucking firms. The company is authorized sixty truck tractors with 12-ton stake and platform trailers or 5,000 gallon tanker semitrailers. The following capabilities are based on a 75 percent availability rate and the capability of making four round trips per day in local hauls or on two round trips per day in line hauls:

- (1) When equipped with 12-ton cargo trailer: 2,160 short tons of cargo or 9,000 troops in local hauls; 1,080 tons of cargo or 4,500 troops in line haul.
- (2) When equipped with 5,000-gallon tanker semitrailer: 900,000 gallons in

local haul or 450,000 gallons in line haul.

b. *Transportation Light Truck Company* (para 11-21 through 11-24). The light truck company (2½-ton) will be used principally to transport small lot and local haul cargo. The company is equipped with sixty 2½-ton trucks and at 75 percent vehicle availability can transport the following:

- (1) *Local hauls*. 720 tons cargo (4 tons per truck) each truck making 4 trips daily, or 3,600 troops (20 troops per truck).
- (2) *Line hauls*. 360 tons cargo (4 tons per truck) each truck making 2 trips daily, or 1,440 troops (16 troops per truck).

15-12. Army Air Transport Units

a. *Aviation Medium Helicopter Company, TOE 1-258* (fig. 15-7). The normal mission of this unit is to transport personnel and cargo distances up to 100 miles. This unit will normally perform a combat service support role in the corps area and, when directed, it can perform combat support on a mission basis. This unit provides the following:

- (1) Operation of one heliport with facilities for visual and instrument terminal air traffic control.
- (2) Transport of troops and/or supplies under day, night or limited visibility conditions.
- (3) Aerial mobility and aerial supply and resupply of army forces.
- (4) Augmentation of army medical service aeronautical evacuation elements.
- (5) When equipped with CH-47 helicopters, transport one of the following or combination thereof, in one lift as maximum effort. With all helicopters available, and operating within 100 nautical miles radius at sea level, standard day: 528 troops or 48 tons of cargo or 384 litter patients. For sustained effort, these capabilities are reduced or adjusted by an aircraft availability factor which is dependent on the duration of the mission. This

unit is equipped with sixteen helicopters. Three companies are attached to an aviation battalion in the transportation brigade (8-division field army). When directed by FASCOM commander, commitment authority for one company may be given to the support brigade.

b. Aviation Heavy Helicopter Company, TOE 1-259 (fig. 15-8). The mission of this company is to transport items which exceed the lift capability provided by medium helicopters. Flying cranes may be used in the army rear, but the relatively short economical operating ranges of these aircraft point toward their assignment in the corps forward area. When the company is equipped with nine CH-54 helicopters, it provides the following:

- (1) Necessary communications and terminal facilities to operate the unit airfield.
- (2) Transport of heavy lift items, within 100 mile radius, under day, night or limited visibility conditions.
- (3) Establishment of local air traffic control at loading and unloading areas.
- (4) Air mobility and aerial supply and resupply of combat forces in the combat zone.
- (5) Movement of specialist teams, critical items and critical supplies and repair parts. One of these companies is attached to the transportation brigade, aviation battalion. The limited number of these helicopters require that control be retained by the transportation brigade in order to serve all users in the field army having requirements for use of this helicopter.

c. HHC, Aviation Battalion, TOE 1-256 (fig. 15-9). The mission of this headquarters and headquarters company is to command and supervise from 3 to 7 transport aviation companies. Two aviation battalions are assigned to the FASCOM transportation brigade. The unit performs the following functions:

- (1) Planning and supervision of the employment of attached or assigned army aviation companies.

- (2) Supervision of organizational maintenance and logistical functions of assigned or attached units.

15-13. Transportation Terminal Transfer Company, TOE 55-118 (fig. 15-10)

Transportation Terminal Transfer Companies are provided to transship cargo at air, rail, motor and inland barge terminals. Each unit is 100 percent mobile and is organized and equipped to operate, if necessary, at three separate transfer points on an around-the-clock basis under the control of the mode operators responsible for the transfer points. The unit is capable of transshipping 900 tons of cargo daily and redocumenting transshipped cargo as required. Two companies are attached to the transportation brigade (eight-division field army).

15-14. Transportation Movements Control Company—FASCOM or COSCOM, TOE 55-6 (fig. 15-11)

The movements control company provides personnel to staff the FASCOM MCC. The MCC performs movement planning, programming and control of transport resources within the field army and furnishes the necessary transportation movements offices (TMOs) to provide a point of contact for the users of transportation in the field. The movements control detachment also contains the personnel required to plan, allocate and control the use of the available highway net in the field army area. Modification of this TOE may be required to provide additional TMOs when the size of the area, terrain, transportation system, support troop strength and intensity of combat are such that the number of teams in the TOE are insufficient to accomplish the mission of the unit.

15-15. Transportation Brigade, COSCOM (fig. 15-4)

a. The headquarters of the transportation brigade, FASCOM, will require additional personnel to supervise effectively the type units shown in this force, when it is serving in a COSCOM supporting an independent corps. The FASCOM transportation brigade does not

have rail staff personnel and water terminal operations staff personnel. These will be added when units are assigned to perform rail and water terminal missions.

b. Air transport units, with the exception of the aviation group, are described in para-

graph 15-11. HHC, Aviation Group, TOE 1-252, (fig. 15-12) is a command and control headquarters which supervises from three to seven army aviation battalions.

c. Transportation terminal units are described in chapter 20.

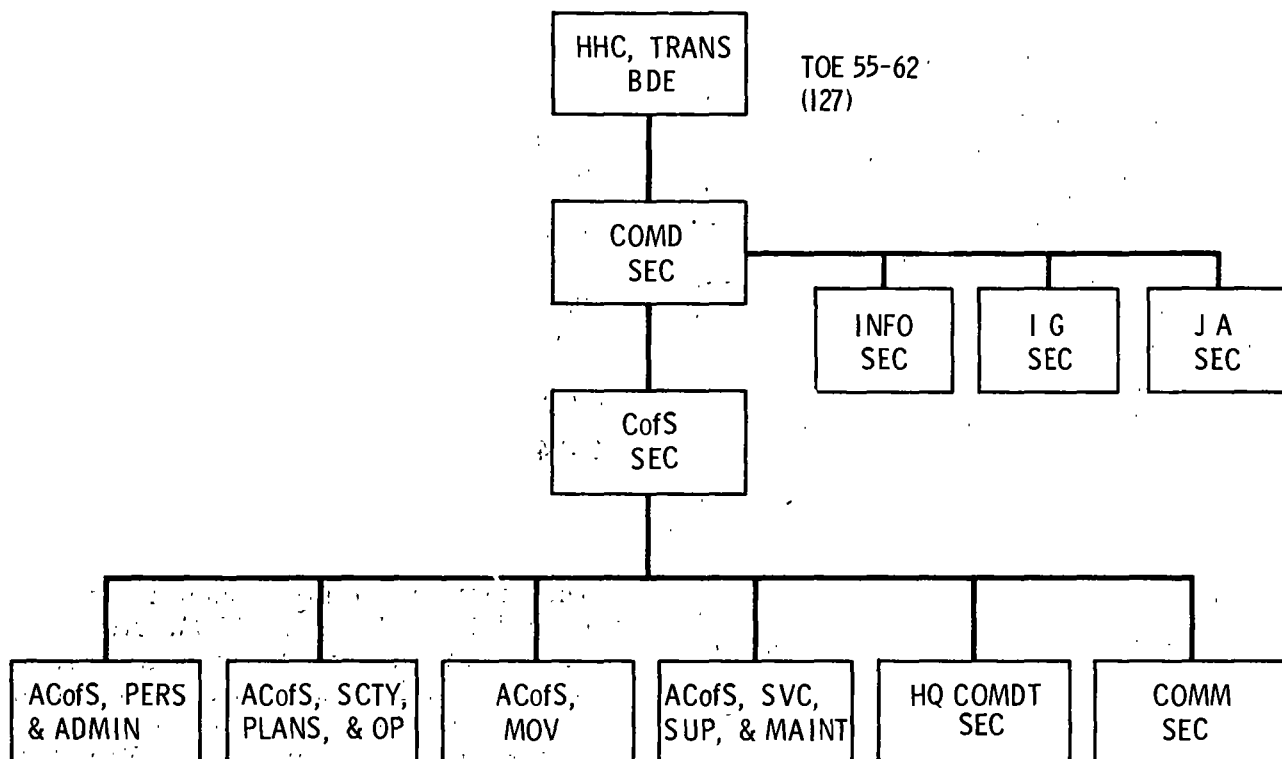


Figure 15-5. HHC, transportation brigade, field army support command.

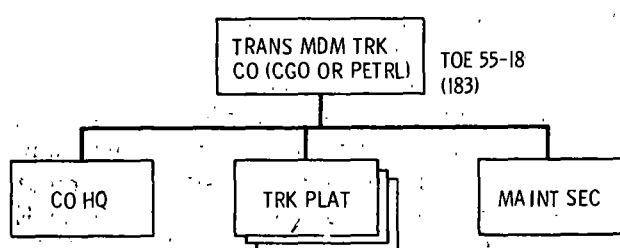


Figure 15-6. Transportation medium truck company.

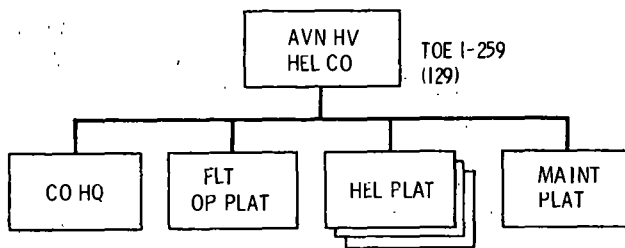


Figure 15-8. Aviation heavy helicopter company.

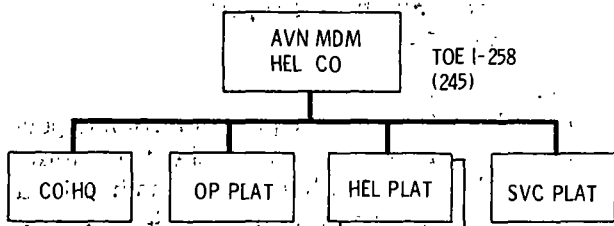


Figure 15-7. Aviation medium helicopter company.

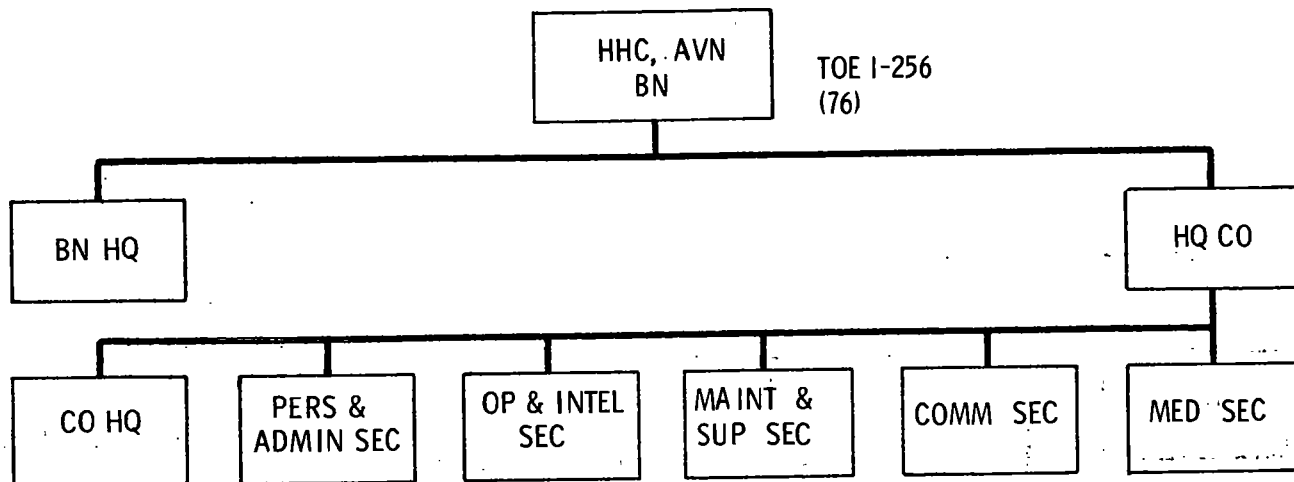


Figure 15-9. HHC, aviation battalion.

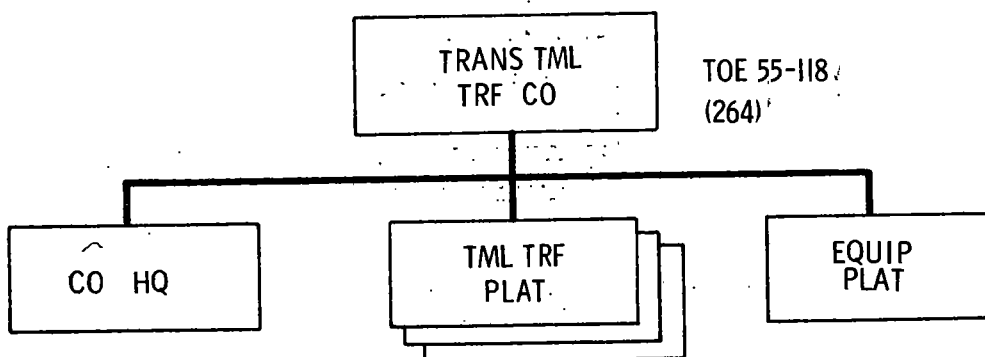


Figure 15-10. Transportation terminal transfer company.

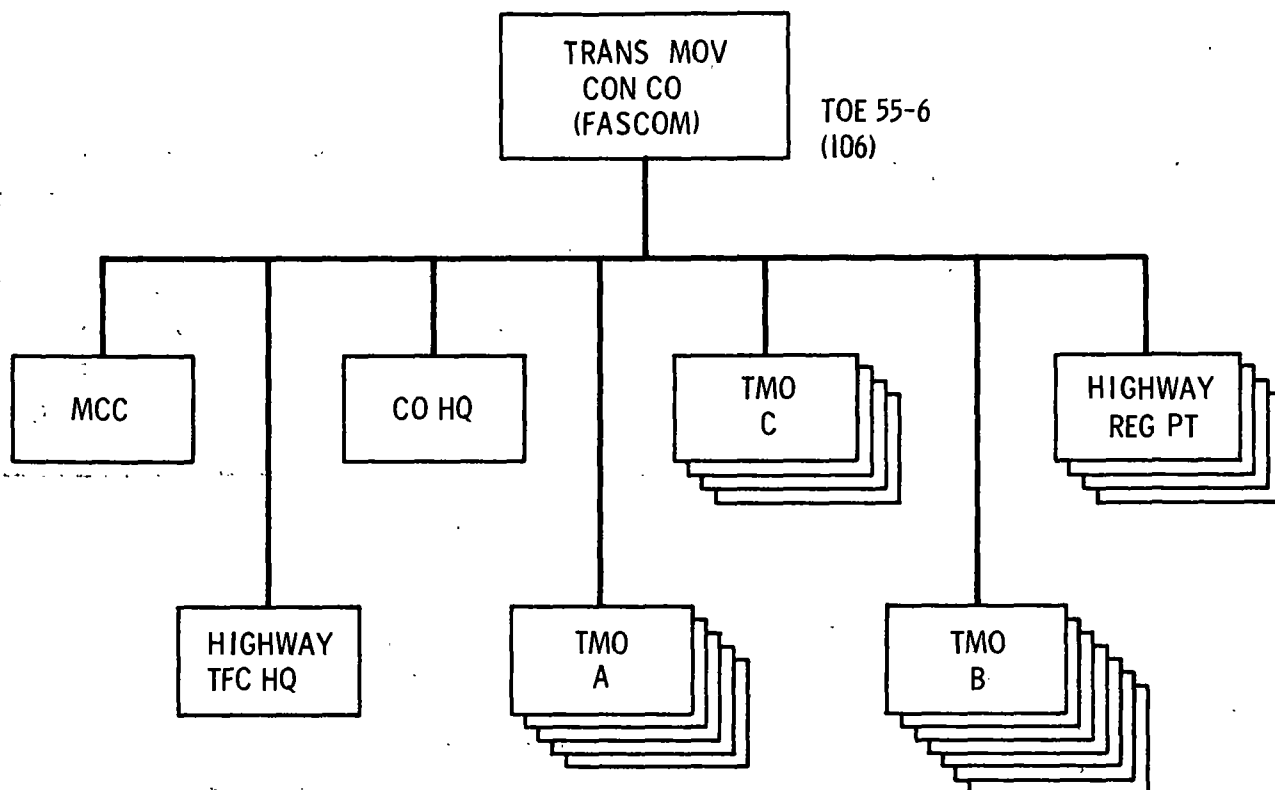


Figure 15-11. Transportation movement control company, field army support command.

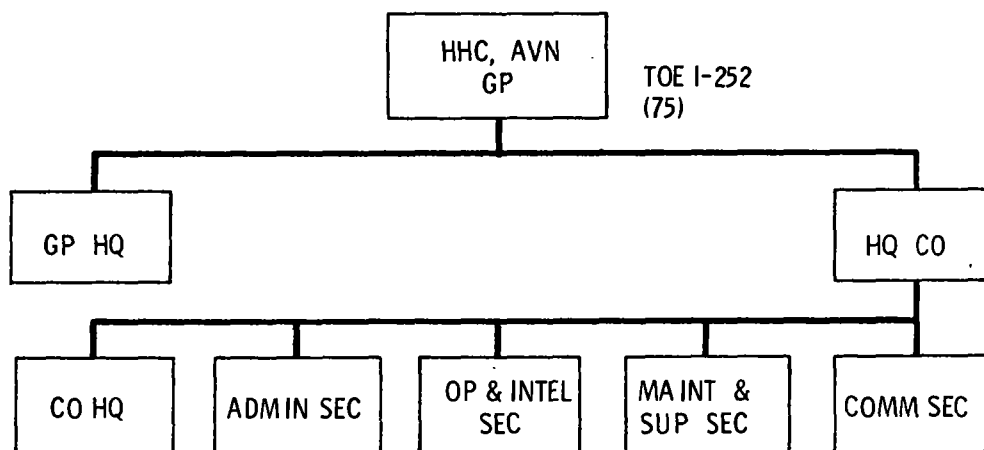


Figure 15-12. Headquarters and headquarters company, aviation group.

PART THREE

THEATER ARMY SUPPORT COMMAND (TASCOM)

CHAPTER 16

INTRODUCTION

Section I. GENERAL

16-1. Mission and Functions

a. Mission. The Theater Army Support Command (TASCOM) provides combat service support to army forces in a theater of operations and to other forces as designated. Services provided include—

- (1) General Support to the field army.
- (2) Direct and general support to the communications zone.
- (3) Rear area security and area damage control within a communications zone.

b. Functions. Combat service support functions performed by the TASCOM include—administration, civil affairs, engineer, maintenance, medical, military police, movements personnel, legal, field services, comptroller and finance, supply, and transportation.

16-2. Organization

a. The Theater Army Support Command is designed to support the following forces:

- (1) U.S. Army elements of joint, unified, or combined headquarters and units.
- (2) Headquarters, Theater Army.
- (3) Headquarters, Army Group (when utilized).
- (4) One or more field armies consisting of eight to twelve divisions each.
- (5) Theater Army Air Defense Command.
- (6) Theater Army Civil Affairs Command (when utilized).

- (7) Theater Army Military Intelligence Group (when utilized).
- (8) Theater Army Reserve units.
- (9) Theater Army Signal Command.
- (10) Theater Army Support Command units.
- (11) Army Security Agency units.
- (12) Other U.S. Army units located in or passing through the communications zone.
- (13) Other United States military services, United States government agencies, allied military forces and civilian populations as may be designated by the theater army commander.

b. The Theater Army Support Command is normally organized with the following major subordinate commands (fig. 16-1):

- (1) Area Support Command.
- (2) Engineer Command.
- (3) Medical Command.
- (4) Personnel Command.
- (5) Supply and Maintenance Command.
- (6) Transportation Command.

16-3. Command Relationships

a. With Theater Army. The TASCOM is a major subordinate command of theater army. The theater army headquarters provides mission orders to the field army, TASCOM and other theater army units for the conduct of theater army activities, together with necessary

policies, priorities, allocations, directives and guidance to permit the major commands to execute assigned missions. The theater army headquarters establishes procedures and guidance for the establishment of appropriate channels of communication between the CONUS and TASCOM, between TASCOM and other services, allied forces and governments, and between the TASCOM and field army. The theater army headquarters delegates the conduct of combat service support and rear area security and damage control operations within the communications zone to TASCOM. The TASCOM communicates directly with COMMZ agencies and the field army in the conduct of operations within policies stated by theater army. Theater army headquarters is not staffed with a large combat service support staff as is required in TASCOM. The theater army headquarters delegates to TASCOM responsibility for preparation of detailed combat service support plans, directives and guidance affecting the theater as a whole. Upon approval by theater army, such plans, directives and guidance are issued in the name of the theater army commander.

b. With Theater Headquarters in the Event That a Theater Army Headquarters Is Not Utilized. An essential function performed by a theater army headquarters is the coordination of combat service support activities to insure support of a field army. As stated previously in this study, a communications zone only fills a time and distance void between the combat forces and their sources of manpower and materiel replenishment. Direction of TASCOM support of U.S. army combat forces, normally provided by a theater army headquarters, must be provided by the U.S. army element of a joint, unified, or combined staff.

c. Assumption of TASCOM Headquarters Functions by Theater Army Headquarters. The TASCOM is so designed as to permit theater

army headquarters to assume TASCOM headquarters functions. Each of the TASCOM commands operates with only minimum direction from TASCOM headquarters. In a small theater, or in a theater where the theater army headquarters does not have operational control over the combat forces, such an alternative may be feasible.

d. With Field Army. Regardless of the command structure within theater army, the TASCOM, or any combat service support organization, must receive from the field army requirements for support stated in terms of: *who* (personnel) or *what* (supplies and equipment) is needed, *where* are they needed, *when* are they needed, and *how* they must arrive. The TASCOM assists the field army in formulating these requirements and supports field army requirements. Field army and TASCOM are on the same command level under theater army, however, for routine operations the Field Army Support Command and TASCOM subordinate commands maintain continuous working relationships through liaison and technical channels.

e. With Theater Army Signal Command (TASC). TASC provides communications service within the communications zone as described in chapter 6.

f. With Theater Army Military Intelligence Group. The group provides military intelligence support within the communications zone as described in chapter 7.

g. With All Organizations Supported. TASCOM provides combat service support as designated by theater army. The degree of authority which TASCOM will exercise over other organizations in the COMMZ, in executing rear area security and area damage control activities, will be as directed by theater army.

Section II. OPERATIONAL CONCEPTS

16-4. General

Basic changes from current communications zone organizations and operations include creation of major functional commands with automated control centers, and organization of an undivided communications zone.

16-5. Commands

The communications zone is organized into six separate commands as shown in figure 16-1. Five of these, (Personnel, Medical, Supply and Maintenance, Transportation and Engineer Commands) are the "mission" commands

which operate in the vertical dimension of the communications zone and which provide general support to the combat zone and communications zone. The Medical Command also provides direct support in the communications zone. The sixth command (Area Support Command) is established for command and control of subordinate units which provide a horizontal layering of activities to furnish direct support services and rear area security and area damage control to the communications zone.

16-6. TASCOM Organizations

Descriptions of all TASCOM organizations are contained in the following chapters and in Part One.

16-7. Support Commands

Composition of "type" theater army support commands in support of eight and twelve division field armies are shown in detail in Part One.

16-8. Rear Area Security

Descriptions of rear area security and area damage control activities, communications support, military intelligence support and the combat service support data processing system are contained in Part One.

16-9. Principal Features of the Theater Army Support Command

a. Standardization of Headquarters Staff Structures. TASTA-70 staff organizations are basically as described in FM 101-5. Combination of G2 and G3 sections and expansion of the G4 section results from the workload required in the several sections and integration of special staff elements into general staff.

b. Elimination of Special Staff Sections. Judge advocate, inspector general and information sections are a part of the commander's personal staff. Medical staff personnel are integrated into the general staff. The organization of Headquarters, TASCOM is shown in figure 17-1. This organization is used at brigade and command headquarters throughout the TASTA-70 study modified as necessary to meet their assigned mission.

c. Expanded Use of ADPE. In contrast to computer sharing at the several Field Army Support Command headquarters, increased workloads in TASCOM require separate computer facilities for most of the major commands. Functional control centers (personnel and administration, inventory control, maintenance management and movements control) are assigned to the major subordinate commands.

d. Organizational Flexibility. The company generally is the basic unit of TASCOM. Where battalion structures are specified, provision is made for variation in the number of companies that may be assigned. The number of detachments and teams have been reduced from current totals. However, there are requirements for small, specialized units, which provide theater-wide support. An example of this type of unit is a single military police crime laboratory detachment providing service to the entire theater.

e. Reduction in Headquarters Structures. The normal chain of command in TASCOM is from the major command headquarters to group headquarters or, whenever possible, to battalion headquarters. Intermediate brigade headquarters are utilized in exceptional circumstances. The pattern of headquarters structures

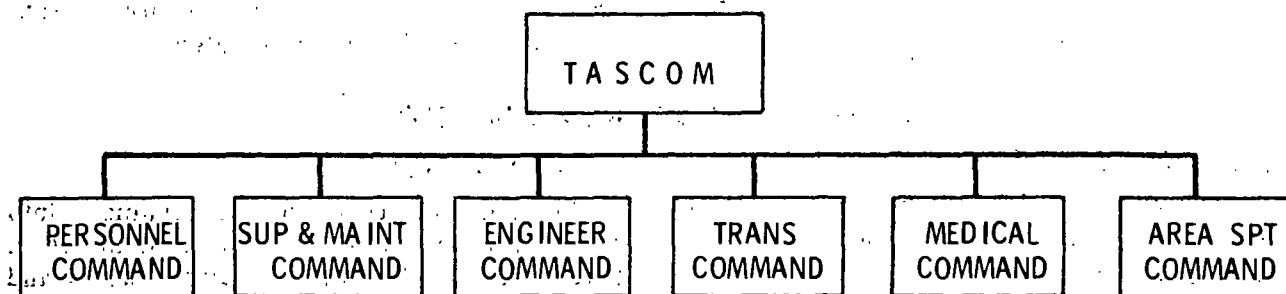


Figure 16-1. Theater army support command.

by TASCOM commands in support of an eight-division force is shown below.

	<i>Number of brigade headquarters</i>	<i>Number of group headquarters</i>
Personnel Command -----	1	1
Medical Command -----	3	3
Transportation Command -----	0	6
Supply and Maintenance Command -----	0	9
Engineer Command -----	0	3
Area Support Command -----	2	11

f. Tailorability to Supported Forces. The TASCOM is structured to support an eight-division field army and is expandable to support a twelve-division field army. For force structures of less than eight divisions, force planning must consider the size and complexity of the theater in determining whether a TASCOM is required. Capabilities of corps support brigades and field army support commands to absorb theater base (COMMZ) units is recognized in Part Two. Troop lists for the independent division and corps which include theater base units are shown in Part One. This capability should also be considered in determining theater force structures. A limiting factor in the employment of a support brigade or FASCOM headquarters is the workload requirement for automatic data processing equipment, which, in these headquarters, is authorized on the basis of one automatic data processing unit per headquarters and is shared by all activities.

Functional control centers of TASCOM with separate automatic data processing units can be used to augment these headquarters. In general, the TASCOM should not be employed to support lesser forces than a field army, except in an area or base command as discussed below.

g. Support of an Area Command or Island Base. The Theater Army Support Command, utilizing major subordinate command headquarters and their functional control centers, provides the combat service support command and control framework to support the base. Combat service support units, nonmilitary personnel and contractually or otherwise provided services are added as required. The resulting structure may also be utilized as an offshore base supporting separate forces, each of which may have as their supporting combat service support organization a Division Force Support Brigade, Corps Support Command, Field Army Support Command or Theater Army Support Command.

h. Support of Theater or Theater Army Headquarters Where a Communications Zone Is Not Required. Functional control centers, with or without their associated automatic data processing unit, may be assigned directly to these headquarters. Automatic data processing equipment may be provided on a service center basis. Functional control centers receive their guidance from the appropriate staff section of the headquarters supported.

Section III. ORGANIZATION AND CAPABILITIES

16-10. Headquarters, Theater Army Support Command, TOE 54-302 (Chap. 19)

This TOE provides combat service support, through its subordinate operating commands, to army forces in a theater of operations and to other forces as designated. It also supervises rear area security and area damage control operations within a communications zone.

16-11. Headquarters, Personnel Command, TOE 12-111 (Chap. 18)

This TOE directs and coordinates general support personnel, administrative, fiscal ac-

counting, morale (chaplain, postal and special services), internment (prisoner of war and civilian internee), custodial (stockade and rehabilitation training), crime laboratory and graves registration services to a theater of operations. The command is organized as shown in figure 16-2.

16-12. Headquarters, Medical Command, TOE 8-111 (Chap. 19)

This TOE commands a medical service which provides general support communications zone level medical services to a theater of operations and direct support medical services with-

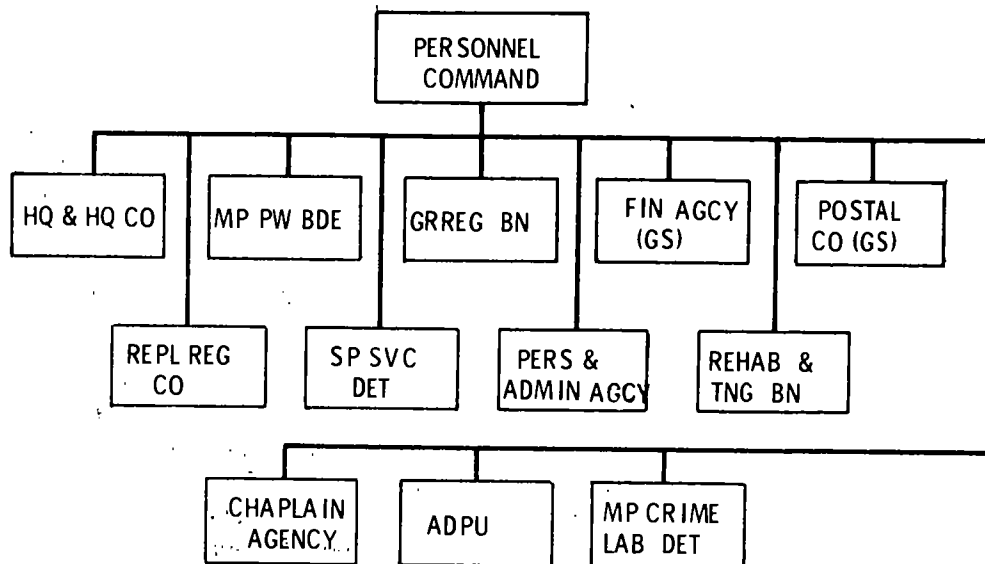


Figure 16-2. Major units assigned to the personnel command.

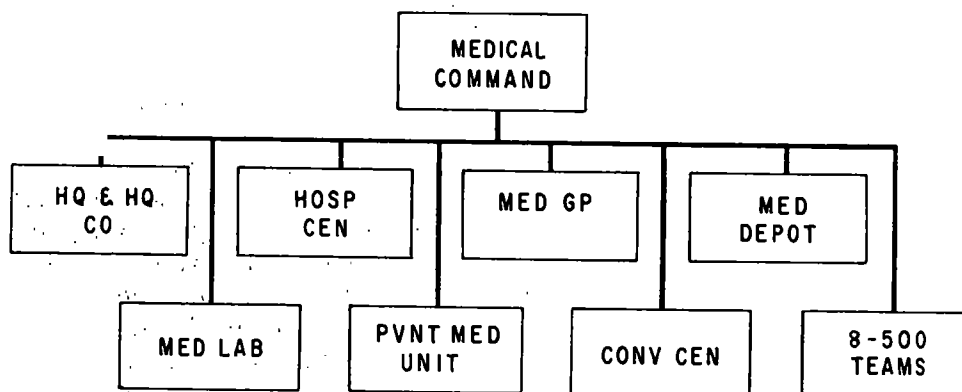


Figure 16-3. Major units assigned to the medical command.

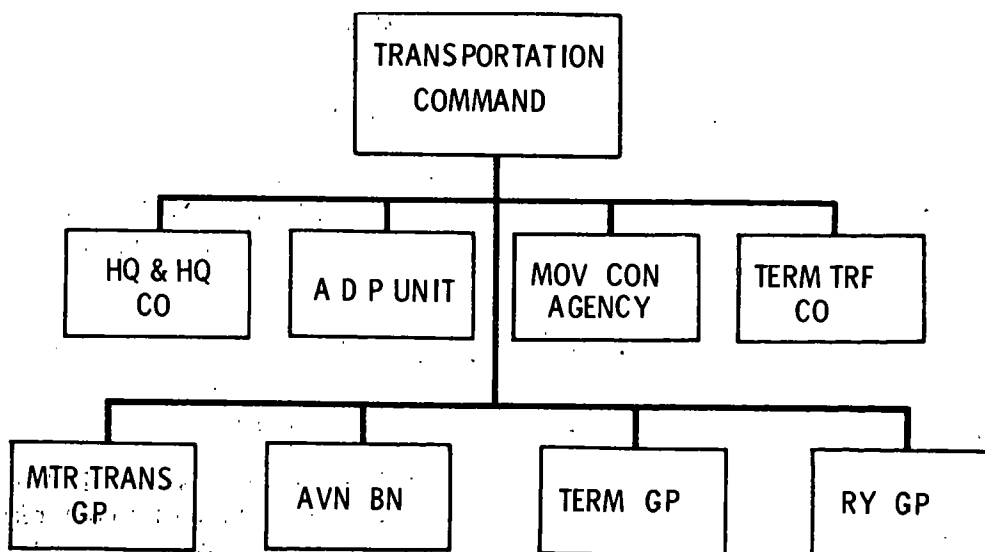


Figure 16-4. Major units assigned to the transportation command.

in a communications zone. The command is organized as shown in figure 16-3.

16-13. Headquarters, Transportation Command, TOE 55-2
(Chap. 20)

This TOE commands a transportation service which provides general support transportation and movements services to a theater of operations. The command is organized as shown in figure 16-4.

16-14. Headquarters, Supply and Maintenance Command, MTEL 54-312
(Chap. 21)

This TOE commands a supply and maintenance service which provides depot level supply and maintenance support to United States

forces and such other forces as may be directed in a theater of operations. The command is organized as shown in figure 16-5.

16-15. Headquarters, Engineer Command, TOE 5-201
(Chap. 22)

This TOE commands a construction service which provides general construction support to all Army and Air Force elements in the communications zone, and general topographic support to theater army. The command is organized as shown in figure 16-6.

16-16. Headquarters, Area Support Command, TOE 54-402
(Chap. 23)

This TOE commands an integrated, functionalized combat service support organization

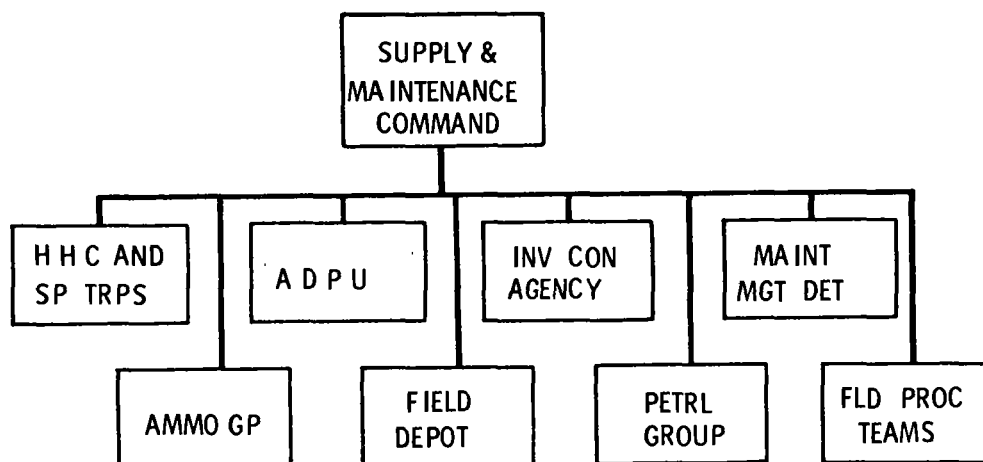


Figure 16-5. Major units assigned to the supply and maintenance command.

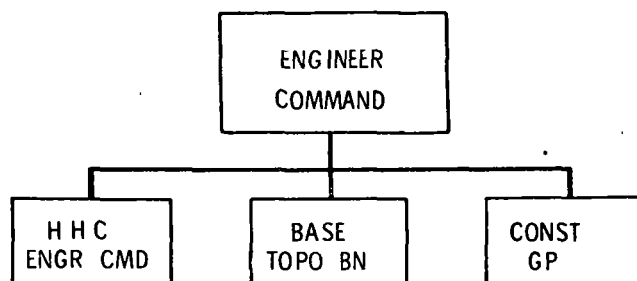


Figure 16-6. Major units assigned to the engineer command.

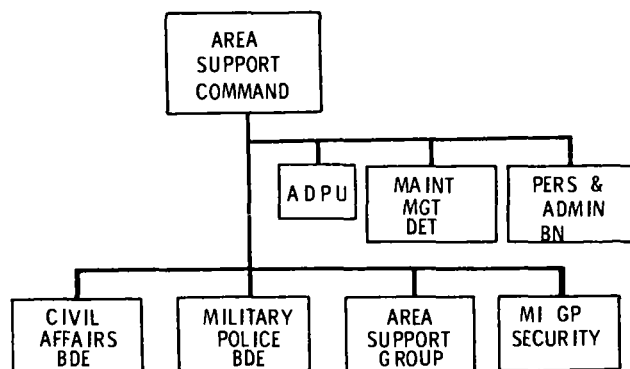


Figure 16-7. Major units assigned to the area support command.

which provides direct support services on an area basis to TASCOM commands and other units in the COMMZ as directed by Headquarters, TASCOM. The Area Support Command

also provides rear area security and area damage control within the communications zone. The command is organized as shown in figure 16-7.

Section IV. CIVIL AFFAIRS COMMAND

16-17. Civil Affairs

Should there be a requirement, the TASCOM commander may desire to establish a Civil Affairs Command as a mission command of the TASCOM. This can be accomplished by the TASCOM assuming operational control of the Civil Affairs Brigade and its attached units

from the Area Support Command. Such a transfer of control would not involve any changes in overall personnel strengths nor would it necessarily imply the physical movement of the brigade headquarters. The commander of the Civil Affairs Command would receive his guidance from the ACofS, Civil Affairs, TASCOM.

CHAPTER 17

HEADQUARTERS, TASCOM

Section I. GENERAL

17-1. Mission and Functions

a. Mission. To command and direct the provision of combat service support, through its subordinate operating commands, to army forces in a theater of operations and to other forces as designated, to include rear area security and area damage control of the communications zone.

b. Functions.

- (1) To command and control assigned and attached units.

- (2) To develop and provide broad policies and planning guidance.
- (3) To develop and recommend priorities and allocations in coordination with the related tactical headquarters of the theater.
- (4) To coordinate and exercise broad management control over combat service support activities of its subordinate commands.
- (5) To provide staff advice and planning assistance to the theater army com-

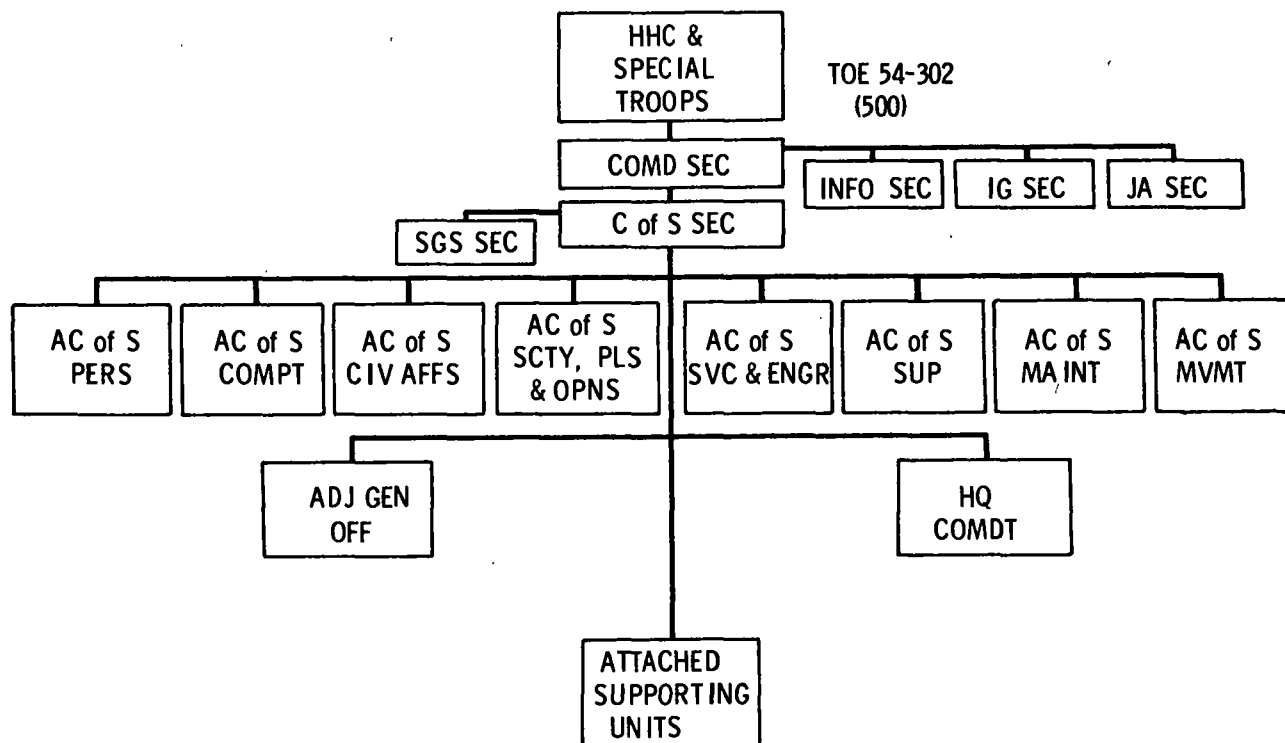


Figure 17-1. HHC, and special troops, TASCOM.

mander on combat service support activities.

17-2. Organization

See figure 17-1, Headquarters, TASCOM.

17-3. Command Relationships

a. With Headquarters, Theater Army. Normal staff relationships between the coordinating staff sections of Headquarters, TASCOM and general staff equivalents at Headquarters, Theater Army.

b. Internal. Normal coordination within particular spheres of interest.

c. With Subordinate Commands. The coordinating staff of Headquarters, TASCOM is a coordinating staff; it is not a director staff. Therefore, its guidance to subordinate commands is provided through command channels. There is direct liaison on technical matters with staff counterparts of the subordinate commands. The Headquarters, TASCOM staff does not have direct contact with the functional control centers of the subordinate commands.

Section II. OPERATIONAL CONCEPTS

17-4. General

The Theater Army Support Commander plans and executes missions assigned by the Theater Army Commander. His TASCOM staff develops and provides overall plans, policies, priorities and allocations to the subordinate operating commands and coordinates their activities. Headquarters, TASCOM does not become involved in day-to-day or detailed operations, planning, implementation, or management except as may be required to implement the TASCOM commanders missions. It functions principally on a management-by exception system, based on summary management reports and information provided by the subordinate commands. The majority of these reports will be recurring and special reports generated as a by-product of the computer operations. Headquarters, TASCOM does not develop detailed implementation of plans and policies of Headquarters, Theater Army. Headquarters, TASCOM normally delegates this mission to the subordinate operating commands. The subordinate commands, because they contain the functional control centers, technical or commodity specialist personnel, and ADP facilities, perform the complete operational mission, including operational planning and management, implementing, evaluating and summary reporting to Headquarters, TASCOM. Headquarters, TASCOM will be austere in numbers, consisting mainly

of functional type personnel. Commodity specialist and other technical personnel are not necessary at this headquarters level. Commodity or technical advice is readily available and obtainable by the Headquarters, TASCOM staff from the subordinate commands with a high degree of responsiveness. Representation on joint theater boards and committees will normally be provided by subordinate commands.

17-5. ACofS, Personnel—Functions

a. Develops personnel policies which include promotions, appointments, demotions, classification, assignments (including reassignments), decorations, awards, separations and rotations, and administrative policies which include, forms management, records disposition, reproduction control and publications control.

b. Maintains continuous personnel loss estimates and obtains from the Personnel and Administration Center (PAC) Personnel Command, summarized personnel information for use by TASCOM headquarters in preparing support plans. Recommends individual replacement allocations and priorities for troops within TASCOM.

c. Processes those personnel and administrative actions that, by regulation or policy, require action by the TASCOM commander.

d. Provides a liaison capability for individual personnel actions for members assigned to the headquarters.

e. Exercises coordinating staff responsibility for postal and special services activities.

f. Exercises general staff supervision over the headquarters adjutant general's office.

g. Coordinates military police functions in the areas of discipline, law and order, prisoners of war and civilian internees, criminal investigation, and confinement and rehabilitation.

h. Coordinates and provides planning guidance, policies, and priorities, as appropriate, for medical, chaplain, and labor.

17-6. ACoS, Comptroller—Functions

a. Mid and High Intensities of Conflict.

- (1) Provides professional management advice and assistance to the command.
- (2) Reviews, analyzes, evaluates, and supervises management surveys and the reports control program on a management by exception basis.
- (3) Provides guidance for reviews, analyzes, and evaluates program and budgeting reports; makes recommendations for course of action to the chief of staff and the PBAC; supervises the preparation of the consolidated theater budget and changes thereto; and administers the distribution of funds.
- (4) Provides plans, policies, and guidance for the theater internal review program and evaluates the overall effectiveness of the program.
- (5) Schedules, monitors, reviews, and evaluates ADPE systems and specifications, and recommends appropriate changes to CoS.
- (6) Disseminates ADP Developments.
- (7) Maintains ADPE inventories.
- (8) Centralizes planning and recommends distribution of ADP to major sub-

elements of TASCOM and to the FASCOM.

- (9) Provides staff planning, recommends policies and exercises technical control and supervision over the theater finance service network and related accounting functions. Recommends deployment and utilization of finance service units. Resolves technical matters pertaining to theater finance functions. Coordinates theater finance functions with U.S. allied and friendly elements within the theater and with elements located in CONUS.
- (10) Serves as the focal point in the theater for comptroller and finance services and provides interface with CONUS concerning these functions.
- (11) Procures and controls currency and manages the currency exchange program. Establishes and evaluates banking services, monitors savings bond and life insurance programs, reviews and recommends action to be taken on reports of investigation of loss of appropriated or nonappropriated funds. Approves requests to keep or increase cash on hand and requests for establishment of imprest funds requiring major command approval. Processes requests to appoint deputies to disbursing officers and controls reporting of bonded positions.

b. Lower Intensities of Conflict and Peacetime Additional Functions.

- (1) Develops plans, policies, guidance, and evaluates the work simplification, cost reduction, and work measurement programs.
- (2) Performs a continuing analysis of resource utilization, developing program trends, identifies problem areas, and recommends solutions.
- (3) Develops program objectives and management structure and coordinates formal review and analysis presentations.
- (4) Coordinates GAO and AAA activities and prepares the TASCOM position on audit report.

- (5) Develops policy for establishment of emergency reduction of automated operations and/or conversion of such operations to manual systems.

17-7 ACofS, Civil Affairs—Functions

a. Serves as the principal assistant to the Chief of Staff in matters pertaining to the civil population, its government, economy and institutions in the TASCOT area of operations.

b. Coordinates with other staff sections the civil affairs portion of the TASCOT support plans which involve political, economic or sociological matters within the command and between the military and civilian officials of the local government.

c. Provides for continuous analysis of economic conditions in the area of operations and institutes needed controls to prevent the interference with military objectives by the deterioration of economic resources.

d. Supervises and insures that relationships between civil and military authority are in consonance with treaties, agreements, customary international law, U.S. policy and guidance received from higher headquarters.

e. Advises the commander, staff and other commands on the status and activities of civilian organizations and population groups in the area and delineates the impact of military operations on the population and its economy.

f. Negotiates and coordinates with agencies, individuals and organizations of the indigenous government and U.S. and allied agencies in joint or parallel functions.

g. Develops policies and planning guidance for the implementation of civil affairs activities and establishes priorities.

h. Prepares broad planning guidance and policies, and reviews, plans for and coordinates civil affairs activities within the area of operations.

17-8 ACofS, Security, Plans and Operations—Functions

a. Prepares broad planning guidance, policies, and programs pertaining to command organizations, operations and functions.

b. Develops and maintains the troop basis.

c. Develops the command operations order.

d. Develops policies and guidance for and evaluates the training of the command.

e. Coordinates displacements of subordinate command and assignment of facilities.

f. Develops broad plans and policies for collection of intelligence on counterespionage, countersubversion and countersabotage; disseminates intelligence information and levies collection requirements within the command.

g. Develops policies and reviews plans for area security, physical security, and damage control of the communications zone.

h. Develops plans and requirements for terrain studies, mapping, charting, and allied topographic fields.

17-9 ACofS, Services and Engineering—Functions

a. Prepares broad planning guidance and policies, reviews plans, coordinates requirements and combat service support activities in communications, construction, topography, real estate, repairs and utilities, fire protection, transportation, CBR services, post exchange, graves registration, food service, laundry, bath, clothing exchange, and renovation.

b. Prepares guidance for and reviews the services portion of theater support plans, base development plans, including construction and installation support, and the TASCOT troop basis for future operations.

c. Develops and recommends priorities, in conjunction with other general staff sections, for the services provided.

d. Develops long range plans for services and engineer support, including requirements for service support troops within primary areas of interest, and for development and utilization of resources, both civilian and military, and their incorporation in the theater support system.

e. Develops plans and guidance for provision of designated services to Air Force, Navy, and allied elements.

17-10. ACofS, Supply—Functions

a. Prepares guidance for and reviews the supply portion of theater support plans, base development plans and troop basis for future operations.

b. Formulates broad supply policies, including procurement, salvage, and property disposal, for the subordinate commands in consonance with theater army policies.

c. Establishes supply levels within the theater based on theater army directives.

d. Recommends policies, priorities, allocations and criteria for controlled items.

e. Reviews supply activities on the basis of summary management reports (computer printouts) to evaluate efficiency of supply functions and to insure supply plans and policies are being carried out.

17-11. ACofS, Maintenance—Functions

a. Prepares broad planning guidance and policies relative to maintenance operations.

b. Reviews, analyzes and evaluates materiel status reports.

c. Establishes uniform procedures for the collection and presentation of maintenance management information.

d. Formulates guidance for development of inspection plans to insure efficient theater maintenance support.

e. Reviews priority schedules of reconditioning and/or overhaul of materiel to cover theater requirements for the present and predictable future.

f. Maintains close liaison with ACofS, Supply to maintain a constant status on critical short supply items to insure that the maintenance effort is directed to relieve this situation.

g. Establishes maintenance standards for inspection and disseminates this data to subordinate commands.

h. Recommends rebuild policies, as appropriate.

i. Establishes and disseminates policies for the collection and/or evacuation of materiel to

include evacuation instructions and condition standards.

17-12. ACofS, Movements—Functions

a. Prepares broad planning guidance and policies for, and reviews completed plans and coordinates transportation activities of the command. These include movement control, highway traffic regulation, motor, rail, air, and water transport, ocean and inland terminal services.

b. Prepares guidance for and reviews the transportation portion of the theater support plans, based development plans, troop basis for future operation and rear area protection plans.

c. Prepares broad planning guidance, policies for, and reviews completed plans for traffic control activities within the command. (Actual traffic control activities are performed by military police units of the Area Support Command.)

d. Develops and recommends allocation and use of existing theater army transportation resources.

e. Provides required coordination and liaison with U.S. Air Force and Navy for utilization of allocated transport and army transportation support of the other services.

f. Prepares broad policies and guidance for the acquisition and use of host or allied nations and local transportation resources.

g. Develops long range plans for requirements for a transportation service, support troops and for development and utilization of resources, both military and civilian, and their incorporation in the theater support system.

17-13. Legal Services

Legal services for TASCOC will be provided by the staff judge advocate, a member of the commander's personal staff, and by staff judge advocates of the major TASCOC subordinate commands. The staff judge advocate is the legal advisor to the TASCOC commander and staff. He performs the functions listed in FM 101-5.

17-14. Adjutant General's Office

This office operates directly under the ACoFS, Personnel and performs the usual duties of an administrative office. It is not an adjutant general special staff section. Its functions include—

a. Provision of internal administrative services for the headquarters including distribution center reproduction facilities, central classified document control and repository, and library service for headquarters correspondence and publications.

b. Provision of personnel services to officers assigned to the headquarters.

c. Coordination with the servicing army post office for receipt and dispatch of headquarters official mail.

17-15. ADP Center

There is no ADP Center at Headquarters, TASCOT.

17-16. Functional Control Centers

There are no functional control centers at Headquarters, TASCOT. These centers are located at the subordinate commands.

Section III. ORGANIZATIONS AND CAPABILITIES

17-17. Mission

To command and direct the provision of combat service support to army forces in a theater of operations and to other forces as designated, to include rear area security and area damage control of the communications zone.

17-18. Organization

See figure 17-1, Headquarters, TASCOT.

17-19. Normal Assignment

To theater army on the basis of one per theater.

17-20. Capabilities

Headquarters, TASCOT is capable of directing the determination of requirements for and provision of combat service support, through its subordinate commands, to a theater of operations for one or more field armies and supporting forces.

17-21. Support Requirements

This headquarters is dependent on attached units for direct support including transportation, communications, and military police services.

CHAPTER 18

PERSONNEL COMMAND

Section I. GENERAL

18-1. Mission and Functions

a. Mission. To direct, coordinate and provide general support personnel, administrative, fiscal accounting, morale (chaplain, postal and special services), internment (prisoner of war and civilian internee), custodial (stockade and rehabilitation training), crime laboratory and graves registration services to the theater.

b. Functions.

- (1) Provides administrative and personnel general support services to the theater.
- (2) Prepares and disseminates all personnel, financial, administrative, internment, custodial and morale services reports, information and data on an as required or established basis to higher, lateral and subordinate headquarters.

- (3) Receives, evacuates, processes, and interns enemy prisoners of war and civilian internees for the theater.
- (4) Operates branch prisoner of war/civilian internee information center.
- (5) Operates stockades and rehabilitation training centers and provides crime laboratory services.
- (6) Provides general support graves registration services in the communications zone.
- (7) Provides financial fiscal accounting services to the theater.
- (8) Establishes recreational and leave centers for the theater.
- (9) Processes bulk mail for the theater.
- (10) Executes the theater army command-

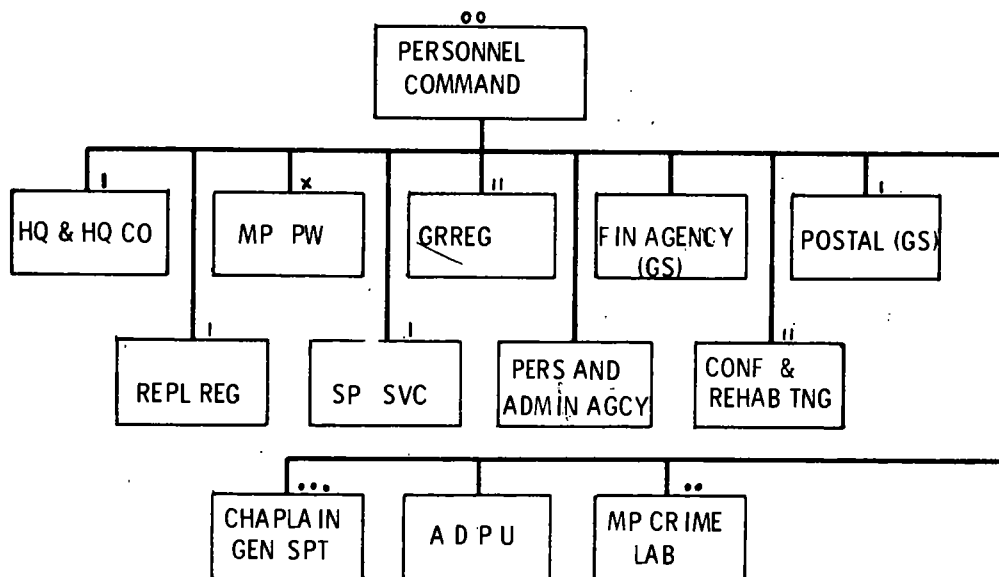


Figure 18-1. Type units assigned to personnel command, TASCOM.

er's policy on the allocation and distribution of replacements. Exercises assignment jurisdiction over replacements pending arrival at unit of initial assignment at which time control is transferred to the appropriate tactical commander. In-transit replacements may be diverted by tactical commanders on direct instructions of the theater army commander.

- (11) Provides crime laboratory services for the theater.
- (12) Provides chaplain general support services to the theater.
- (13) Establishes chaplain retreat centers for the theater.
- (14) Provides automatic data processing facilities for the Personnel Command

and for the Medical Command's function of medical regulating.

18-2. Organization

The Personnel Command is a subordinate unit of the Theater Army Support Command (TASCOM) (fig. 18-1).

18-3. Command Relationships

a. Higher Commands. Normal command relationships.

b. Lower Commands. Normal command relationships.

c. Parallel. Normal command relationships plus mandatory coordination between the staffs of the Personnel, Transportation and Supply and Maintenance Commands for the function of personnel replacement.

Section II. OPERATIONAL CONCEPTS

18-4. Personnel Command

The Commander commands the Personnel Command; he reports directly to the Commander, Theater Army Support Command; he accomplishes his mission through subordinate units. Subordinate units are organized on a functional basis in accordance with the mission of the command. The command is the administrative apex for the theater army for all administrative actions and for entry into the Headquarters, Department of the Army, automatic data processing system; all automatic data processing actions and reports are contained within the Personnel and Administration Center (PAC) as are certain theater army functions such as personnel management and records management. Representing the theater apex for various functional areas, the command operates on maximum delegation of authority from the Theater Army and TASCOCOM Commander.

18-5. Personnel and Administration Center (PAC)

The Personnel and Administration Center, fully utilizing the assigned automatic data processing facilities, controls and operates the theater army administrative services, personnel

management services, graves registration and cemetery activities, and overall administrative statistical accounting, based upon the Department of the Army and Theater Army policies and directives. It also provides ADP support to the branch prisoner of war/civilian internee information center and to the Finance General Support Agency. The PAC is a functional control center of the Personnel Command and is under the operational control of the ACofS, Personnel, Personnel Command.

18-6. Administrative Services

a. Forms Management. Operating under the broad policies of Headquarters, Department of the Army and Theater Army, the PAC administers the theater function of forms management. The PAC maintains a comprehensive index system of all forms required by each echelon of command within the Theater of Operations. Most reports are transmitted by automatic data processing facilities and few special format forms are required. Each echelon of command is monitored to assure that forms are not indiscriminately developed.

b. Records Management. Operating under the broad policies of Headquarters, Department of the Army and Theater Army, the PAC admin-

isters the theater function of records management. It maintains the master theater library of all regulations, forms, field manuals, supply bulletins, technical manuals, pamphlets and other publications which are available to Theater Army headquarters via organic communications. This decreases requirements for physical maintenance of such documents in all units. Emphasis is on maximum reduction of hard copy publications. The use of modern business equipment and communication devices eliminates permanent hard copy retention records, although a small amount of input hard copy documentation continues and, in some instances, may have to be forwarded to a CONUS record center. When documents are such that they must be retained by the Theater Army, the hard copy is forwarded for review and disposition to the PAC by the tactical division, support brigade or ASCOM personnel and administration unit.

18-7. Personnel Services

The PAC provides theater level personnel services support through the maintenance, organization and manipulation of detailed individual and unit data available on magnetic files and other records media. In providing these services, the PAC maintains and updates such magnetic files film, and hard copy or facsimile personnel records as are required to be retained within the theater. These records when initiated, and subsequent changes to these records, are transmitted to the PAC by divisions, support brigades and ASCOM. This centralization relieves supported units of much of the onerous duty of records keeping. Personnel information is maintained only on magnetic files and is available for any manipulation, summarization or print-outs as needed within the theater for command control or administrative reporting. In addition to executing theater-level policy on such personnel management actions such as reclassification, reassignment, awards and decorations, efficiency reports boards and congressional inquiries; the PAC prepares theater-level personnel actions that require the personnel approval of the Theater Army Commander.

18-8. Replacement Services

a. There exists but one replacement system for units assigned to Theater Army. This is cen-

trally controlled and operated by the PAC, based upon policies and directives of Headquarters, Department of the Army and Theater Army. All individual and unit personnel requirements for the theater, substantiated by estimated and actual losses and the demands of major commands, are examined, consolidated and translated into demands (requisitions) communicated to Headquarters, Department of the Army. Movement of replacements requires coordination with the Transportation Command of the Theater Army Support Command. The assignment of individual replacements is made through the use of the automatic data processing equipment in the PAC by matching inventories against existing vacancies, considering theater established priorities. The assignment of unit replacements is made as directed by the Theater Army Commander.

b. The personnel management element of the PAC centrally performs reclassification and reassignment of theater-generated replacements.

c. Replacement regulating detachments are located near ports of debarkation, transportation transfer terminals and returnee sources such as hospitals and stockades. Assignment orders are issued and transportation is arranged for onward movement. The detachments provide encampment and messing facilities for replacements when transportation is not available. Individuals received from returnee resources are reported to the Personnel and Administration Center for assignment instructions. Personnel rotating from the theater are received by the detachment and remain within the detachment while awaiting outgoing transport.

18-9. Special Services

Special services detachments under the operational control of the Special Services Company, Personnel Command, execute command policies in the establishment and operation of leave and recreation centers and rest areas within the theater. The Area Support Command provides other necessary support complementing the leave or recreation center such as supply, maintenance, medical, military police, finance, chaplain and post exchange support. The detachments manage and supervise the centers and provide, when possible, hotel-type accommoda-

tions, dining services, indoor and outdoor sports activities (to include necessary fixed and individual equipment), tours and other activities, to all personnel utilizing the center. Additionally, rest areas are established and operated by special services detachments or teams assigned to area support groups as required.

18-10. Graves Registration

a. The Graves Registration Battalion plans and supervises the graves registration activities including—

- (1) The establishment, operation and maintenance of cemeteries.
- (2) The establishment and operation of the Theater Army Personnel Effects Depot.
- (3) Control of cemeteries established by a field army when the field army displaces forward.
- (4) Search of areas vacated by a field army, and collection, evacuation and identification of remains and personal effects found as a result of such search.
- (5) The operation of one or more central collecting points in the event that a return program is in effect.

b. Information relative to graves registration service, developed within the Graves Registration companies is communicated to the Personnel and Administration Center (PAC) which maintains information as to the status of each deceased person buried within the theater or processed through the collecting points for return to CONUS. The PAC receives information from field army concerning burials within the field army area. The PAC provides the Graves Registration Battalion with information as to the status of each cemetery transferred to the Graves Registration Battalion from the field army, and of the remains interred therein. Information required for search operation is provided the appropriate teams by the Graves Registration Battalion based upon information received from PAC concerning missing personnel.

c. In a joint operation, the Graves Registration Battalion is responsible for the acceptance

and disposition of the remains of other services including burial, burial records and cemetery maintenance until other provisions have been made for subsequent custody.

d. Should the magnitude of the graves registrations in TASCOM be increased, a Graves Registration Group may be required to command the several Graves Registration Battalions.

18-11. Postal Services

The Postal Company processes bulk mail within the military mail system. The Commander exerts command, administrative and technical supervision over mail terminals and in-transit mail regulating units throughout the theater. The company is responsible for—

a. Operation of mail terminals at air and water ports.

b. Operation of railway post offices.

c. Operation of in-transit regulating sections at railheads or other transportation terminals.

18-12. Chaplain Services

a. The Theater Chaplain Support Agency is responsible for carrying out theater-wide general support chaplain activities.

b. The agency operates at Headquarters, Personnel Command, so that close coordination and joint-planning activities can be maintained with other elements of the command such as the PAC, graves registration, special services and information activities.

c. Materials are prepared by the Chaplain Support Agency and transmitted through command channels for use by staff and unit chaplains at every level of each command. The agency provides technical assistance to chaplains throughout the TASCOM and field army by means of training conferences, workshops and days of recollection. These sessions are conducted at the religious retreat centers or, when so dictated by the military situation, in the major command areas. The agency serves as a source of supply for religious research resources for all chaplains in the theater.

d. Religious retreats for troops and lay leadership training workshops are conducted in the

religious retreat center(s) on a weekly schedule, based on approved quotas for field units. Retreat leaders and religious curricular are planned and scheduled by the agency. Routine operation of the retreat center(s) is performed by chaplains organic to ASCOM with operational supervision provided by the agency.

e. Religious interment services in COMMZ cemeteries are planned, coordinated and supervised by the agency with assistance from ASCOM chaplains.

f. Assignment of chaplains is monitored by the agency to insure proper denominational coverage throughout the theater.

18-13. Finance Services

The Finance General Support Agency, (FGSA), assigned to the personnel command, provides finance general support for the theater army. Staff supervision and operational control of the FGSA is exercised by the ACoS Comptroller, Personnel Command. The FGSA—

a. Provides supervisory accounts office services to all disbursing offices in the theater and furnishes accounting, management, and budgeting reports as required.

b. Performs central fiscal and consolidated cash accounting for the theater and prepares for transmission to CONUS periodic and special accounting reports.

c. Procures and provides required currency and coin (U.S., foreign and military payment certificates).

d. Pays such commercial accounts, claims and other transactions as may be required to be paid on a centralized basis.

e. Prepares billings to foreign governments and other government agencies for supplies and services furnished.

18-14. Military Police

a. *Prisoner of War Activities.* The Prisoner of War Brigade is responsible for evacuating, processing, administering and securing prisoners of war within the TASCOM or for further evacuating prisoners of war from the field army area. Elements of the brigade are discussed in (1) through (5) below.

- (1) The Military Police Escort Guard Company provides security escort for the evacuation of prisoners of war from the field army to a designated prisoner reception and processing camp(s) in the COMMZ. Empty returning transportation (ground, rail, air) is utilized to the fullest extent possible.
- (2) The Military Police Prisoner of War Processing company is responsible for the administrative processing, to include the assignment of internment serial numbers to prisoners of war and civilian internees, in accordance with Department of the Army and theater army regulations. Individual prisoner of war/civilian internee personnel data is transmitted as input to the automatic prisoner of war/civilian internee data processing support function of the PAC.
- (3) Prisoner of war and civilian internee camps are established as semipermanent facilities in the COMMZ for the internment, control, and administration of prisoners of war and civilian internees retained in the theater of operations.
- (4) When required, the Prisoner of War Processing Company may process prisoners at a prisoner of war camp.
- (5) The Branch United States Prisoner of War/Civilian Internee Information Center provides a central agency within the theater of operations for the receipt, filing, processing, dissemination, and transmittal of required information and data relating to enemy prisoners of war interned in the theater and to American prisoners of war/civilian internees about whom information is received from theater sources. The Branch United States Prisoner of War/Civilian Internee Information Center routinely deals directly with its CONUS counterpart, the United States Prisoner of War/Civilian Internee Information Center. Automatic data processing support for this activity is provided by the PAC.

b. Confinement and Rehabilitation.

- (1) For an 8-division force during phase one, a total of 1,000 military prisoners should be anticipated. These prisoners are confined in the one stockade and rehabilitation training center. This installation can serve the dual purpose of confinement and rehabilitation and under these conditions is divided to provide equal capability for confinement and rehabilitation.
- (2) One military police battalion headquarters element (HHC MP branch stockade or Rehabilitation Training Center, TOE 19-316D) is required to control both facilities. Initially, two Military Police Guard companies are assigned to the battalion headquarters for guard purposes.
- (3) For a 12-division force, one additional guard company is assigned to expand the capabilities of one or both facilities.
- (4) These functions are operated directly under the Commanding General of the Personnel Command. (fig. 18-1).
- (5) This discussion does not include detention facilities used to hold prisoners for short periods of time. These facilities are operated by military police within the Area Support Group.

c. Crime Laboratory. The Military Police Crime Laboratory provides for crime photography, chemical analysis, document, fingerprint, firearms and polygraph examination

services for the entire theater of operations. All evidence from criminal investigation cases requiring crime laboratory analysis will ultimately come to this laboratory. If the analysis required is beyond the capability of this laboratory, the evidence will be forwarded to the CONUS Military Police Crime Laboratory. The personnel who staff field laboratories are experts in their assigned areas and are available for court purposes.

18-15. Legal Services

Legal Services for the Personnel Command will be provided by a staff judge advocate as a member of the personal staff and a judge advocate section. The functions of the staff judge advocate include the furnishing of legal advice to the commander, the staff, and subordinate commanders. In matters relating to military justice, he communicates directly with the commander. The staff judge advocate is responsible for supervising the administration of military justice, furnishing legal assistance to military and other authorized personnel of the command, administering of claims, providing legal opinions on international law problems, furnishing advice on procurement law problems, and the administration of war crimes matters within the command. The SJA, Personnel Command, coordinates with the Personnel and Administration Center (PAC), for the preparation of reports required by theater army and Headquarters, Department of the Army. Reports requiring information not available in the PAC are prepared manually and submitted through command channels.

Section III. ORGANIZATIONS AND CAPABILITIES

18-16. Headquarters and Headquarters Company, Personnel Command, TOE 29-111 (fig. 18-2)

This TOE provides command, control, coordination, plans, and policies for units assigned to the Personnel Command. The unit is assigned to the Personnel Command, Theater Army Support Command, on a basis of one per TASCOT. The headquarters is capable of directing personnel, administrative, fiscal accounting, custodial,

internment and graves registration general support services for a theater of operations.

18-17. Headquarters and Headquarters Detachment, Military Police Prisoner of War Brigade, TOE 19-282G (fig. 18-3)

This TOE provides command, plans, supervision, coordination and control for five prisoner of war camps established in the communica-

tions zone and for other assigned units. The unit is assigned to the Personnel Command, TASCOT, on a basis of one per five PW camps and is capable of providing—

a. Command, staff planning and supervision of the operations of a maximum of five prisoner of war (PW) camps.

b. Planning for future operations and preparation of recommendations for PW requirements, and the employment of escort guards, guard and PW processing units.

c. Operation of the brigade communications system, including both wire and radio means.

d. Organizational maintenance of organic communications equipment.

e. Coordination and direction of the rear area security activities of the brigade.

f. Coordination of area damage control activities of the brigade.

g. Liaison with appropriate headquarters.

h. An emergency successor operational headquarters in event of destruction of a PW camp headquarters.

**18-18. Headquarters and Headquarters
Company, Military Police
Prisoner of War Camp TOE
19-256G
(fig. 18-4)**

This TOE provides command, administration, logistical support and security guards for prisoners of war and/or civilian internees on a basis of one per 12,000 prisoners of war and/or civilian internees or major fraction thereof and is assigned to the Military Police Prisoner of War Brigade, Personnel Command. The unit is capable of performing its mission by—

a. Providing food, clothing, dispensary medical care, preventive medicine, religious and recreational facilities.

b. Providing and maintaining utilities including heat, lights, water, cooking facilities and sanitation.

c. Providing supervision for work projects.

d. Providing command and supervision over one military police battalion consisting of three to six military police companies assigned to secure the prisoner of war camp for 12,000 prisoners of war and/or civilian internees.

**18-19. Headquarters and Headquarters
Detachment, Military Police
Battalion, Team AD, TOE 19-500H
(fig. 18-5)**

This TOE provides command, control, staff planning, administrative and logistical support for assigned units on a basis of one per Military Police Prisoner of War Camp (MPPWC) and is assigned to the MPPWC. The detachment is capable of providing—

a. Command, control, staff planning, administration and supervision of battalion level operations.

b. Supervision of battalion level supply, organizational supervision and communications activities.

c. Supervision and assistance in training and administration for two to six Military Police Guard companies which guard a military police prisoner of war camp consisting of up to 12,000 prisoners of war and/or civilian internees; liaison with appropriate headquarters and agencies; and recruiting, training, organization, equipment and employment of indigenous paramilitary and military police forces.

**18-20. Military Police Guard Company,
TOE 19-247
(fig. 18-6)**

This company guards prisoners of war, civilian internees and U.S. military prisoners and others in confinement on a basis of one per 4,000 prisoners of war and/or civilian internees or per 500 U.S. military prisoners in confinement and is assigned to the Military Police Battalion of a MPPW camp and to the stockade and Rehabilitation Training Center, Personnel Command. The company provides—

a. Guards for fifteen 2-man guard posts or patrols for a stockade containing military prisoners.

b. Guards for fifteen 2-man guard posts or patrols for prisoners of war or civilian internees at prisoner of war cages.

c. Escort guards for forty labor detail guard posts for prisoners of war at prisoner of war camps.

18-21. Military Police Prisoner of War Processing Company, TOE 19-237G
(fig. 18-7)

The company receives, searches and processes prisoners of war and civilian internees to include initiating and maintaining reports and records, assigning a serial number to each prisoner of war and civilian internee and furnishing all compiled personnel information as input to the prisoner of war automatic data processing system. This is on the basis of one company per field army and is assigned to the Military Police Prisoner of War Brigade, Personnel Command. This unit is capable of receiving, searching and processing approximately 72 prisoners of war or civilian internees per hour.

18-22. Military Police Escort Guard Company, TOE 19-47F
(fig. 18-8)

The company provides supervisory and security personnel for the evacuation and/or movement of prisoners of war and/or civilian internees on a basis of two companies for a field army and is assigned to the Military Police Prisoner of War Brigade, Personnel Command. It is capable of evacuating the following numbers of prisoners of war and/or civilian internees by the method indicated:

- a. Marching—1,000 to 1,500.
- b. Vehicle—1,500 to 2,000.
- c. Rail or Air—2,000 to 3,000.
- d. These capabilities are reduced when security is required on the march for overnight halts.

18-23. Headquarters and Headquarters Detachment, Branch United States Prisoner of War/Civilian Internee Information Center, TOE 19-503F
(fig. 18-10)

The information center provides a central agency in a theater of operations for the receipt, processing, maintenance, dissemination, and transmittal of records and reports required by the "Geneva Convention Relative to the Treatment of Prisoners of War of August 2, 1949/Geneva Convention Relative to the Protection of Civilian Persons in Time of War of

August 12, 1949," and pertinent Department of the Army and theater directives. This unit is assigned to the Theater Army Headquarters. It is normally attached to the Prisoner of War Brigade Headquarters. The unit has the following capabilities:

a. Discharge, for the theater commander, national responsibilities imposed by the "Geneva Convention Relative to the Treatment of Prisoners of War of August 12, 1949/Geneva Convention Relative to the Protection of Civilian Persons in Time of War of August 12, 1949," and by Department of the Army regulations.

b. Provide a centralized prisoner of war/civilian internee information service to the theater commander.

c. Maintain specific records, direct and control the dissemination of reports, statistics, and individual prisoner of war/personnel data for 250,000 to 500,000 prisoners of war/civilian internees held by United States Armed Forces in a theater of operations.

18-24. Headquarters and Headquarters Company, Military Police Battalion; Stockade and Rehabilitation Training Center, TOE 19-316G
(fig. 18-10)

The training center provides command, staff planning, administration and logistical support for a stockade and rehabilitation training center for military prisoners and necessary instruction, supervision, training and psychological treatment to rehabilitate military prisoners for return to duty. This is on the basis of one per 1,000 military prisoners and is assigned to the Personnel Command, TASCOC. The unit has the following capabilities:

a. Performs the units' mission for a maximum of 1,000 military prisoners.

b. Provides command, staff planning, administration and logistical support for assigned military police guard companies.

c. Provides mess, motor maintenance, dispensary medical care and other required services for battalion personnel and military prisoners.

d. Provides psychological evaluation and treatment for prisoners.

18-25. Headquarters and Headquarters Company, Graves Registration Group, TOE 10-292 (fig. 18-11)

This group provides command, plans, control and supervision to assigned units providing graves registration service in the communications zone of a theater on a basis of one per Theater Army Support Command and is assigned to the Personnel Command, TASCOM, when two or more Graves Registration Battalions are required, or in post hostilities operations. The unit is capable of—

a. Commanding two or more Graves Registration Battalions and other assigned or attached units engaged in establishing and maintaining cemetery operations; search, collection, identification and evacuation operations; and operating a theater army personal effects depot.

b. Operating within broad theater policies and establishing policies and procedures for the operation of the graves registration service in the communications zone.

c. Maintaining status data on recovery and burial of remains and accomplishing pertinent records and reports in connection with graves registration activities.

d. Operating a program for the direct return of remains to CONUS when such a program is in effect within the theater.

e. Providing, in a joint operation, for the acceptance and disposition of the remains of other services including burial, burial records and cemetery maintenance until other provisions have been made for subsequent custody.

18-26. Headquarters and Headquarters Company, Graves Registration Battalion, TOE 10-296 (fig. 18-12)

This battalion directs and controls the operation of Graves Registration Companies and a Personal Effects Depot and is assigned to the Personnel Command, TASCOM. The unit has the capability to—

a. Establish and operate a Theater Army Personal Effects Depot.

b. Operate and maintain temporary military cemeteries or operate a direct return program.

c. Operate a central collection point for remains.

d. Provide field search and recovery teams to supplement recovery operations performed by the Area Support Command in TASCOM and field army grave registration elements.

e. Assumes control of temporary cemeteries established by the field army when the field army displaces forward.

f. Assume the responsibilities, functions and operations of Headquarters, Graves Registration Group, when a group is not authorized.

18-27. Graves Registration Company, TOE 10-297 (fig. 18-13)

This company provides graves registration services to include conducting searches for, recovering and evacuating remains of military personnel; establishing and verifying identification of remains; performing burials in temporary military cemeteries; establishing, operating and maintaining military cemeteries; preparing records of all burials; and collecting, inventorying and disposing of personal effects received with remains on an as required basis. It is assigned to the Graves Registration Battalion and is capable of—

a. Establishing, operating and maintaining two temporary military cemeteries.

b. Conducting search and recovery operations over a given area or when required, establishing collecting points for the evacuation of remains to temporary military cemeteries.

c. Establishing in lieu of military cemeteries one or more collecting points for the evacuation of remains to CONUS when a CONUS return program is in effect.

18-28. Finance General Support Agency, TOE 14-4 (fig. 18-14)

This agency provides general finance support to the theater by supporting all Finance Direct Support Companies and division finance sections on a basis of one per theater of approximately 600,000 troop strength and is assigned to the Personnel Command, TASCOM.

**18-29. Chaplain General Support
Detachment, TOE 16-4G**
(fig. 18-15)

This TOE establishes and operates the theater army-wide general support chaplain activities on a basis of one per Theater Army Support Command and is assigned to the Personnel Command, TASCOC. The agency is capable of supporting a theater of approximately 600,000 personnel by—

a. Planning, directing and supervising the operations of the agency.

b. Executing the religious welfare policies of the Theater Army Commander.

c. Monitoring chaplain personnel requisitions and assignments including sensitive denominational aspects of chaplain personnel distribution.

d. Preparing plans for appropriate denominational committal services in COMMZ cemeteries.

e. Planning, developing, scheduling and operating chaplain professional and lay leadership religious support and training activities which include—

- (1) Chaplain spiritual retreats, days of recollection, chaplain professional training conferences and instruction in comparative religions.
- (2) Preparation of materials for unit chaplain use with lay leaders and conduct of training conferences.
- (3) Procurement and distribution of religious education materials.

f. Planning, coordinating, scheduling and supervising the operation of religious retreats for military personnel.

g. Developing and operating a program of religious news, information and devotion in coordination with the facilities of Armed Forces newspapers, radio and TV networks and civilian information media.

h. Establishing and operating a professional and educational religious library.

**18-30. Personnel and Administration
Agency, TOE 29-112**
(fig. 18-16)

The agency provides general support personnel and administration to the theater on a basis of one per theater and is assigned to the Personnel Command, which is capable of providing general support, personnel and administration to units and for individuals of a theater totaling approximately 600,000 personnel. The Personnel and Administration Center (PAC) of the Personnel Command, as a composite activity of related personnel and administrative functions, is organized and equipped to operate as the apex, or focal point, for all facets of the personnel and administration system which extend vertically from company level in the field army through the theater army. In this role, it provides prompt and accurate response to requirements for personnel, discipline, law and order, and graves registration data from Headquarters, Department of the Army, Theater Army general and special staff elements, as well as subordinate commands. In response to Headquarters, Department of the Army requirements, the PAC generates detailed, summary, and/or consolidated data tapes for transmission to the designated Department of the Army agencies. Hard copy reports, listings, or EAM cards to Department of the Army will be the exception, rather than the general rule, to satisfy specific requirements for special reports. However, service to staff elements of appropriate headquarters within the theater army is accomplished by the most expeditious means available consistent with the purpose for which such information is being provided.

**18-31. The Automatic Data Processing
Unit, TOE 29-540**
(fig. 18-17)

This unit is assigned to the Personnel Command on the basis of one per Personnel Command. It supports the Personnel and Administration Center (PAC), the Medical Command and the headquarters and other elements of the Personnel Command.

18-32. Postal Company

This organization is composed of teams from TOE 12-550, Postal Service Organization (fig.

18-18). It handles bulk mail at transportation points and between transportation points and the Army Post Offices, on a basis of one company per theater of operations and is assigned to the Personnel Command, TASCOC. The unit is capable of providing command and control of a varying number of mail terminal and/or in-transit mail regulating teams (number varies according to transportation facilities) to support a theater strength of 600,000. It processes bulk mail at points of entry into the theater, exits from the theater and at other transportation terminals and activities within the theater.

18-33. Replacement Regulating Company

This company is composed of teams from TOE 12-560, Replacement Regulating Company (fig. 18-19), provides command and control for Replacement Regulating Detachments which in turn provide encampment and messing facilities, limited training and resupply of equipment, physical accounting of individuals, personnel classification, if required, and staging of unit replacements. It is provided on a basis of one per Theater Army Support Command and is assigned to the Personnel Command, TASCOC. The unit is capable of providing command and control for eight Replacement Regulating Detachments which provide any one or all replacement regulating services to an area, on a basis of one detachment per area comprising approximately 15,000 troops.

18-34. Special Services Company, TOE 12-18 (fig. 18-20)

This unit, assigned to the Personnel Command, operates leave and recreation centers with the capability of command control and provision of special services programs for a daily capacity of 750 individuals each. Operating on a proposed policy of an annual 5-day rest and relaxation leave per individual, these centers have the capability of providing services to each individual in the theater at least one time annually.

18-35. Military Police Crime Laboratory, Team CD, TOE 19-500E

This team provides crime laboratory services for military police activities. It is assigned to the Personnel Command on the basis on one per theater of operations. The team consists of seventeen personnel and provides services required to conduct investigations and examinations in all phases of scientific criminology.

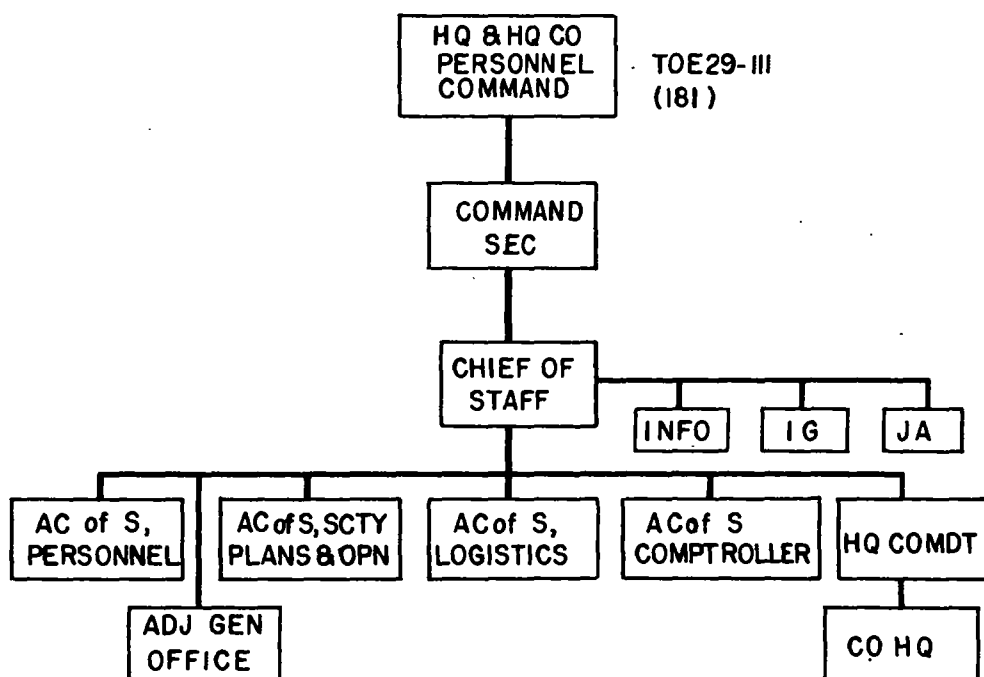


Figure 18-2. HHC, personnel command.

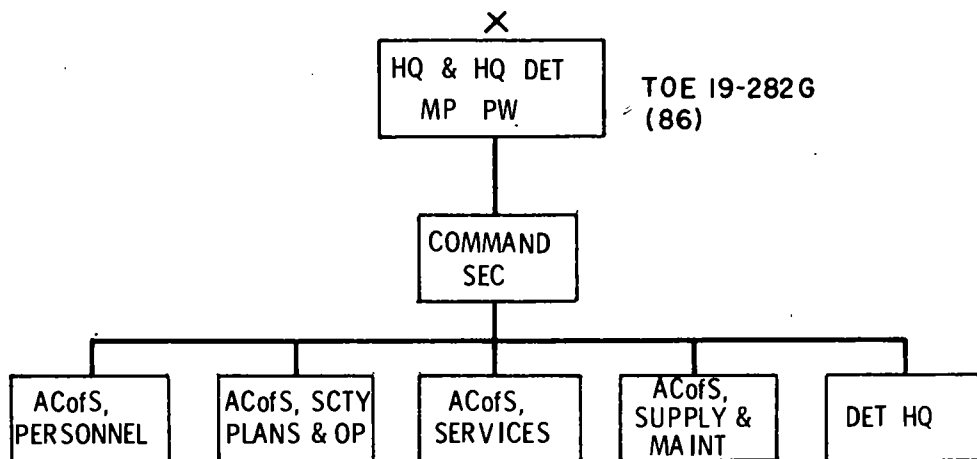
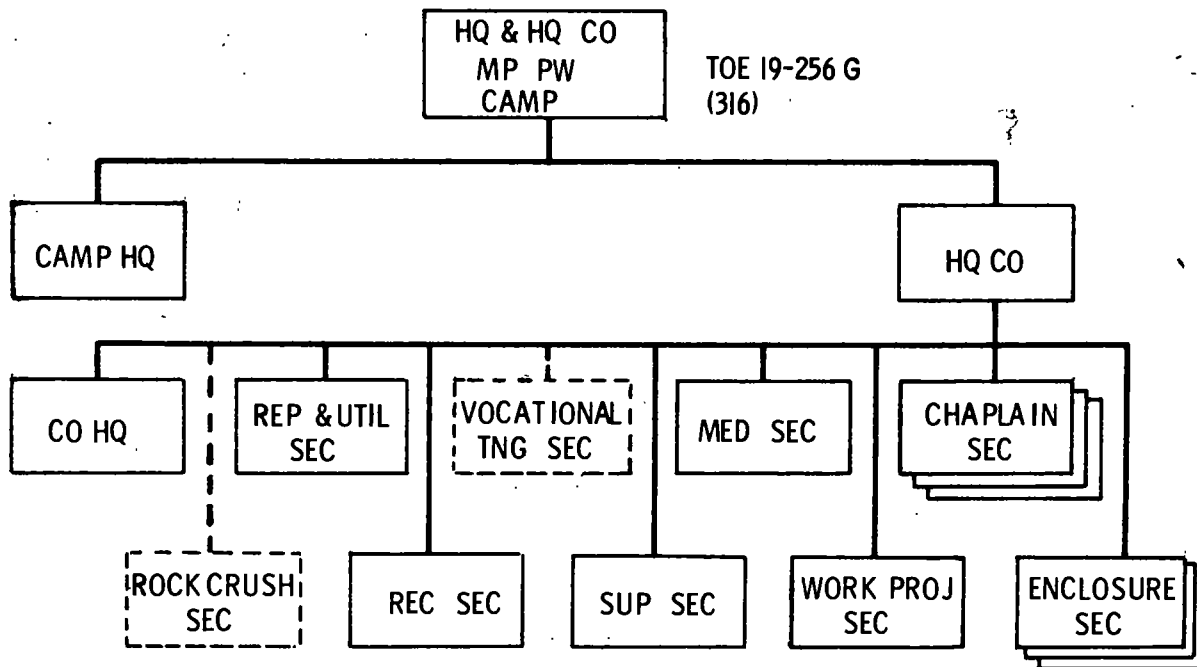


Figure 18-3. HHD, military police prisoner of war brigade.



 Augmentation. Not included in totals.

Figure 18-4. HHC, military police prisoner of war camp.

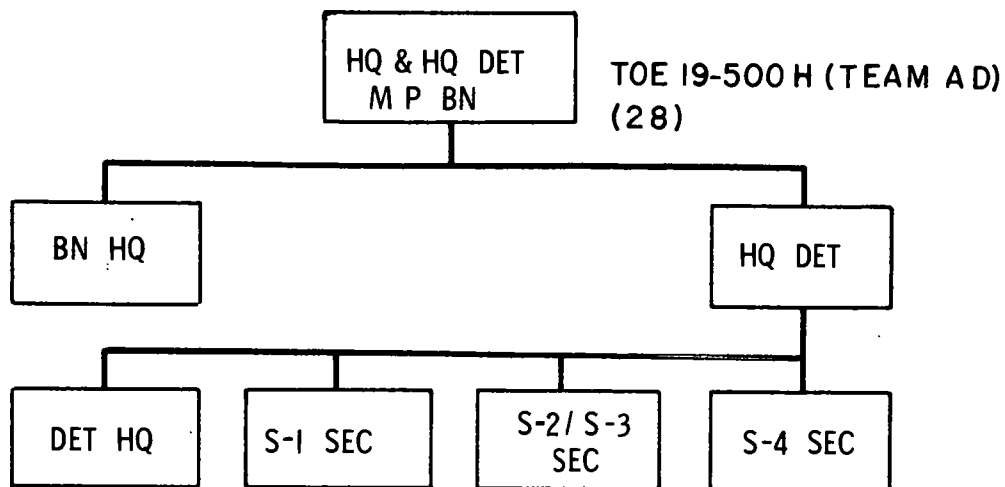


Figure 18-5. HHD, military police battalion.

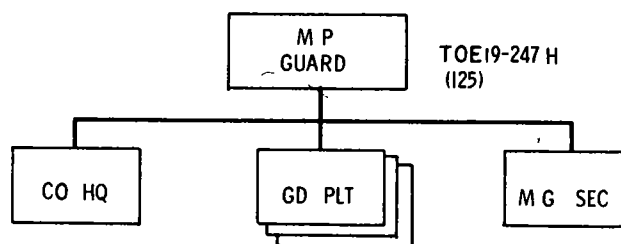


Figure 18-6. Military police guard company.

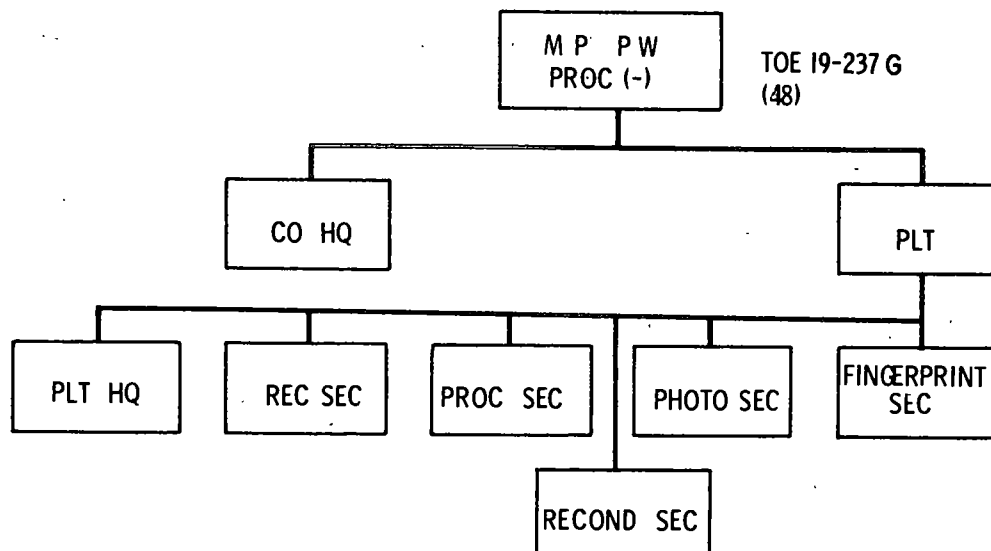


Figure 18-7. Military police prisoner of war processing company (-).

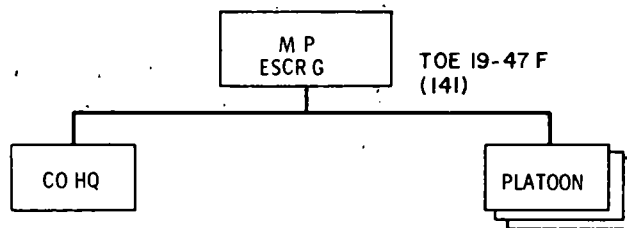


Figure 18-8. Military police escort guard company.

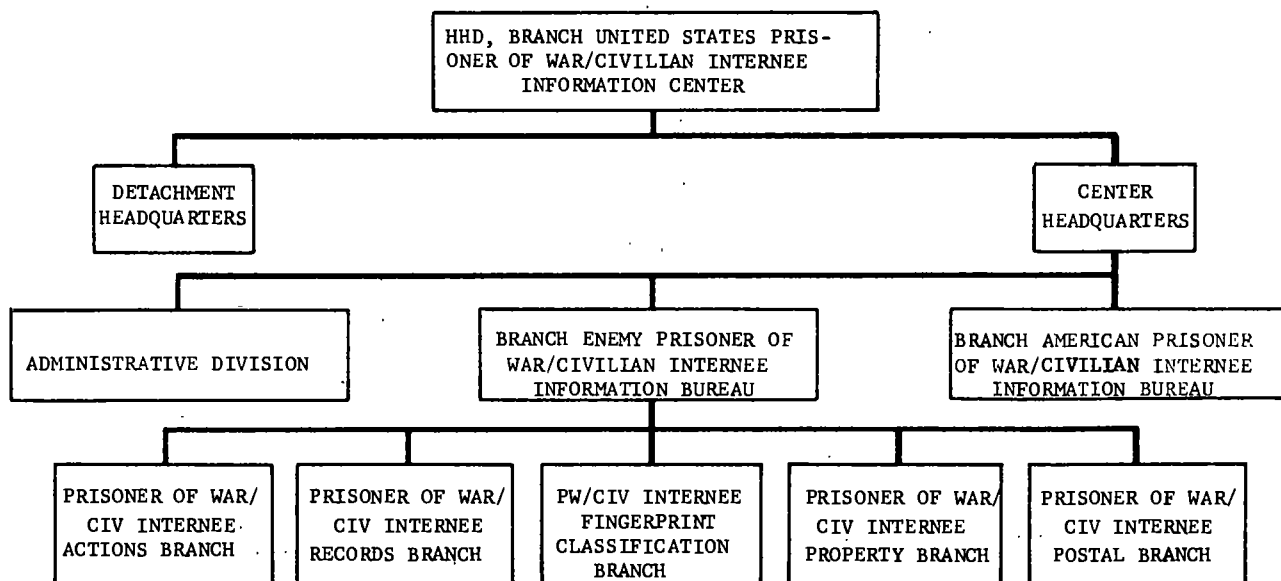


Figure 18-9. HHD, Branch United States prisoner of war/civilian internee information center.

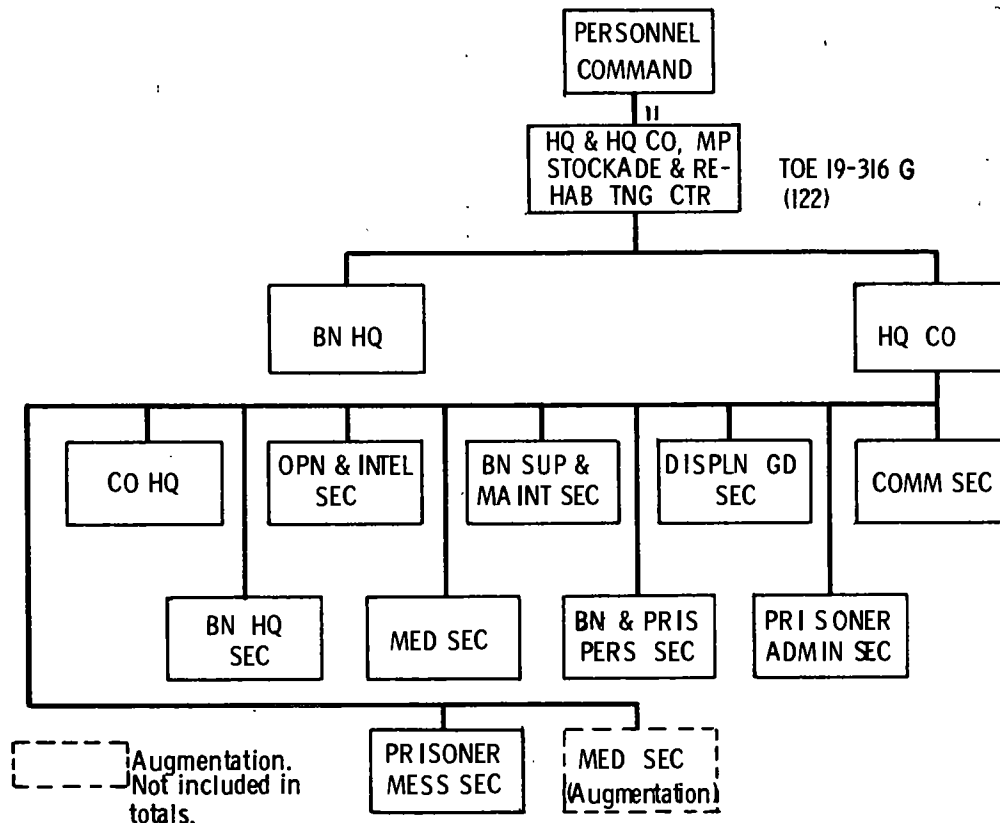


Figure 18-10. HHC, military police battalion, stockade and rehabilitation training center.

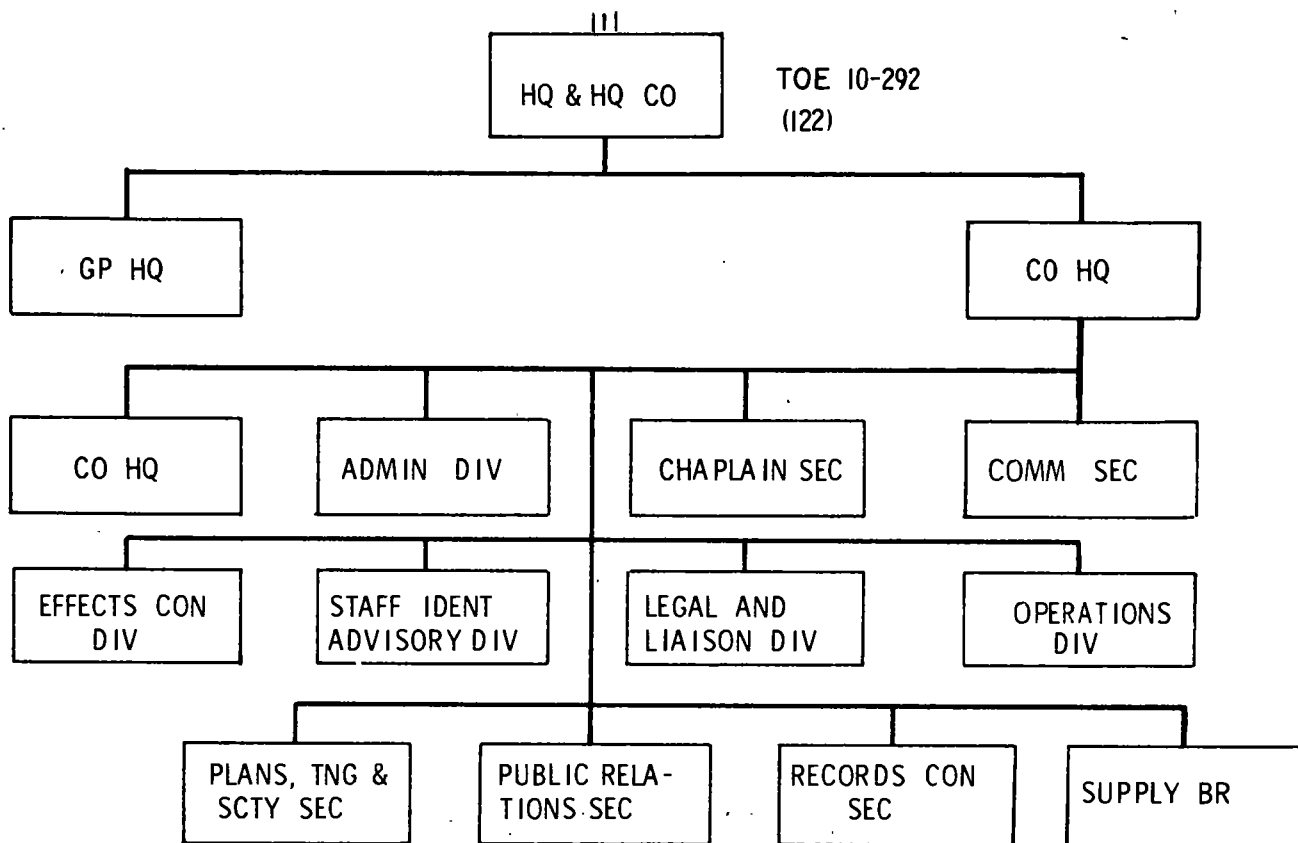


Figure 18-11. HHC, graves registration group.

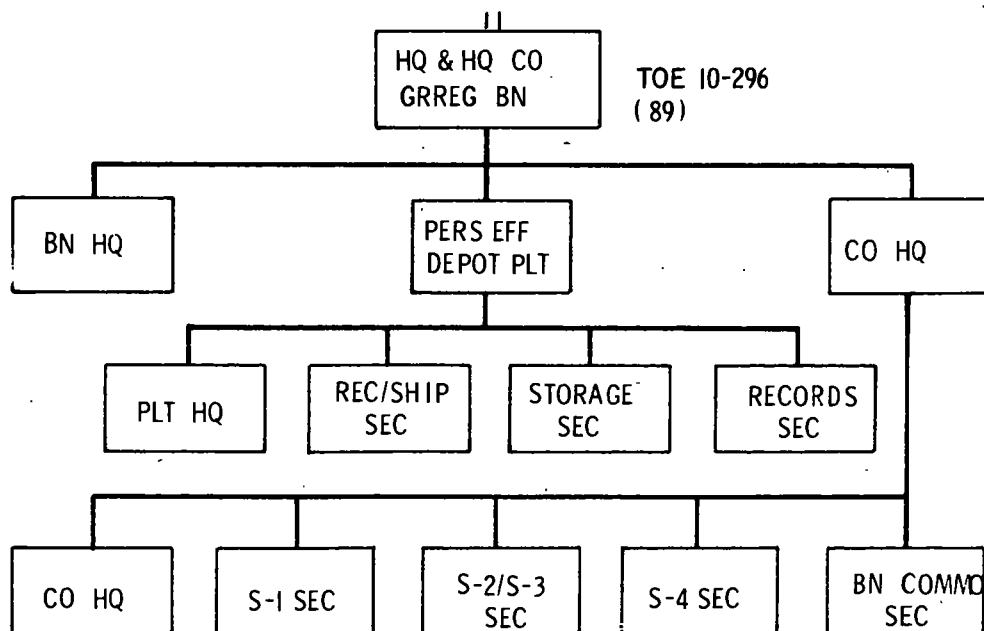


Figure 18-12. HHC, graves registration battalion.

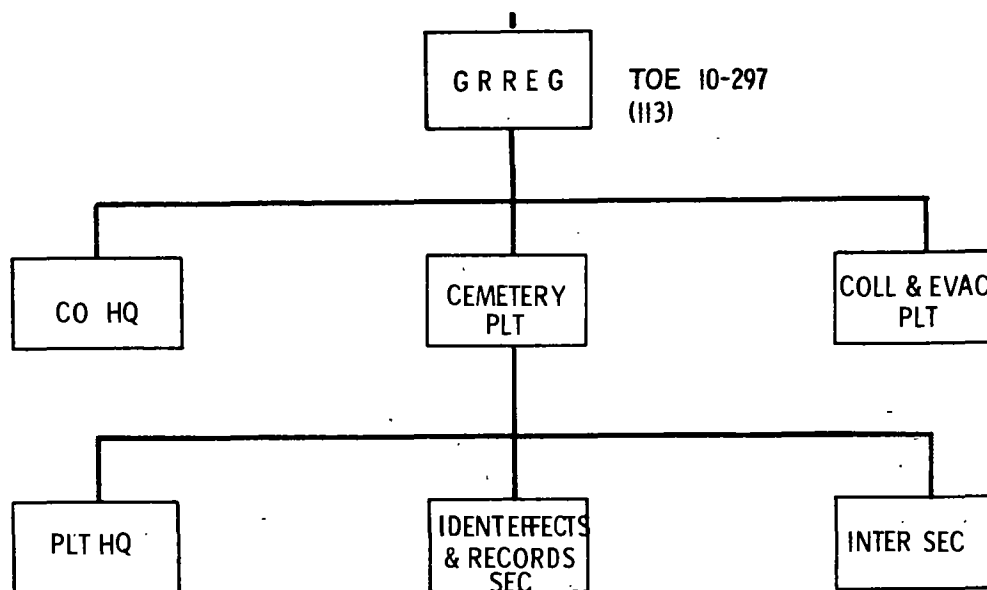


Figure 18-13. Graves registration company.

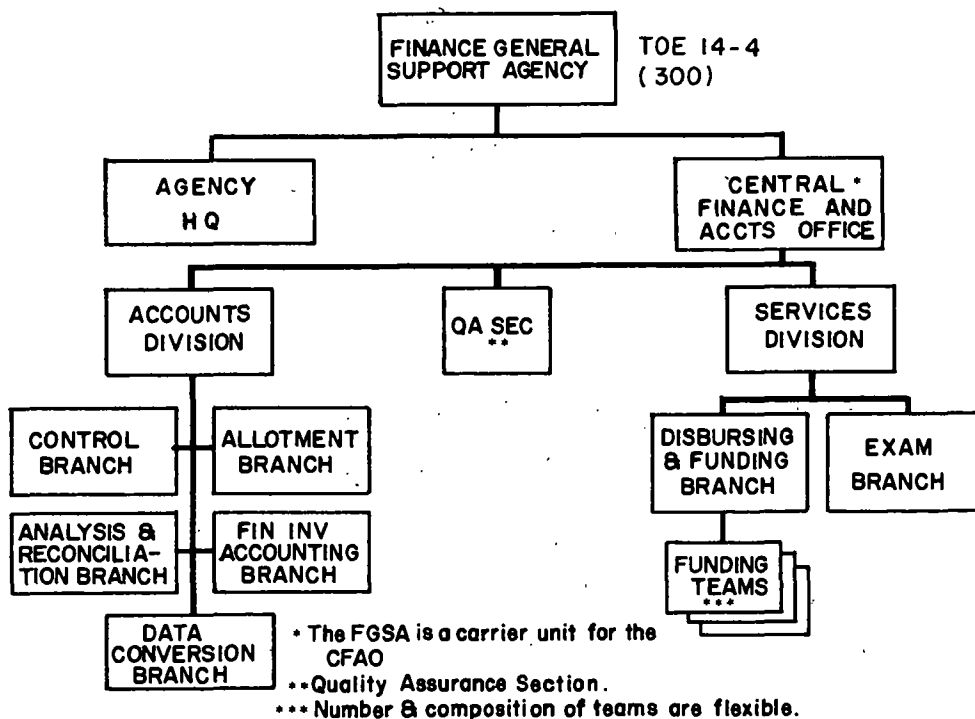


Figure 18-14. Finance general support agency.

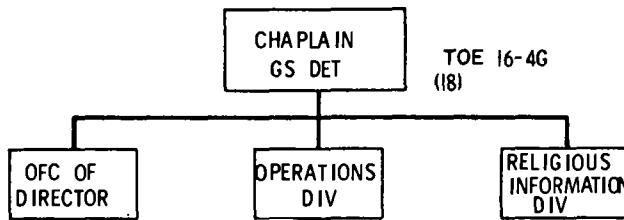


Figure 18-15. Chaplain GS detachment.

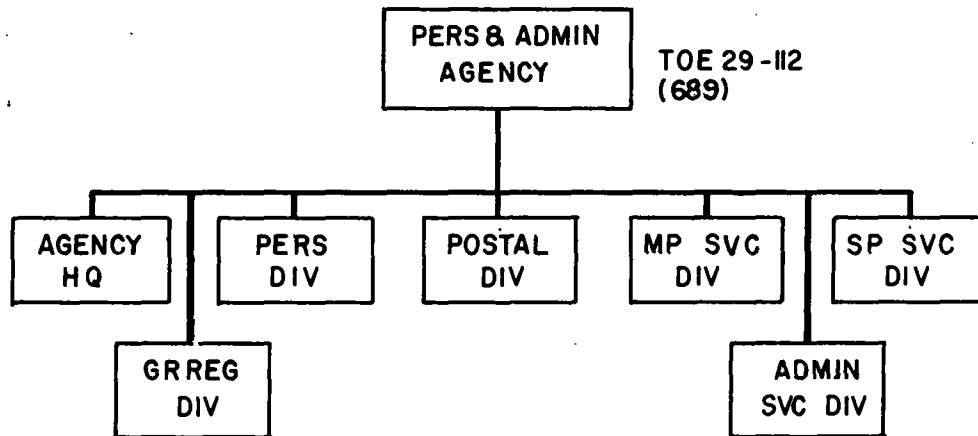


Figure 18-16. Personnel and administration agency, personnel command.

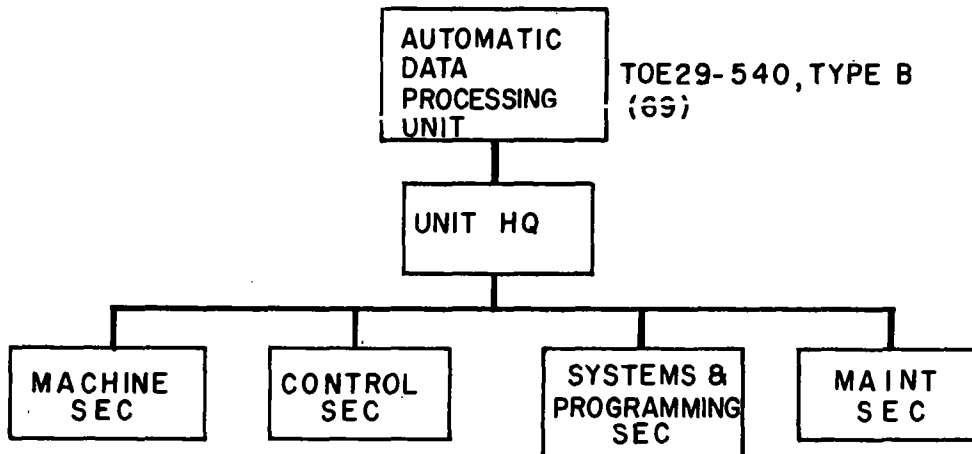
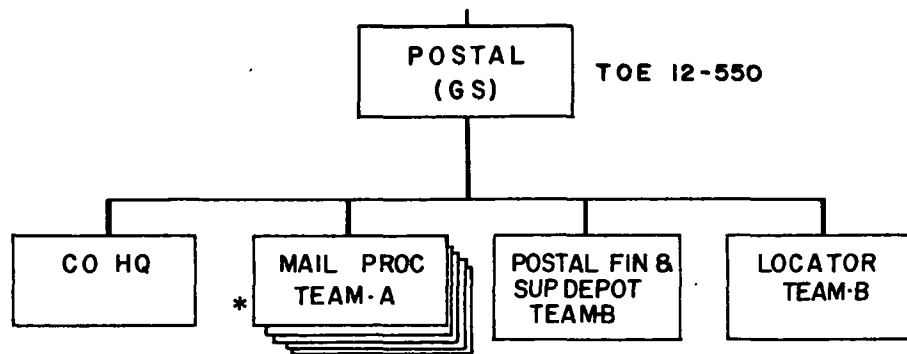


Figure 18-17. Automatic data processing unit, personnel command.



* NUMBER OF TEAMS BASED ON POPULATION SERVED & BULK MAIL PROCESSED

Figure 18-18. A type general support postal company.

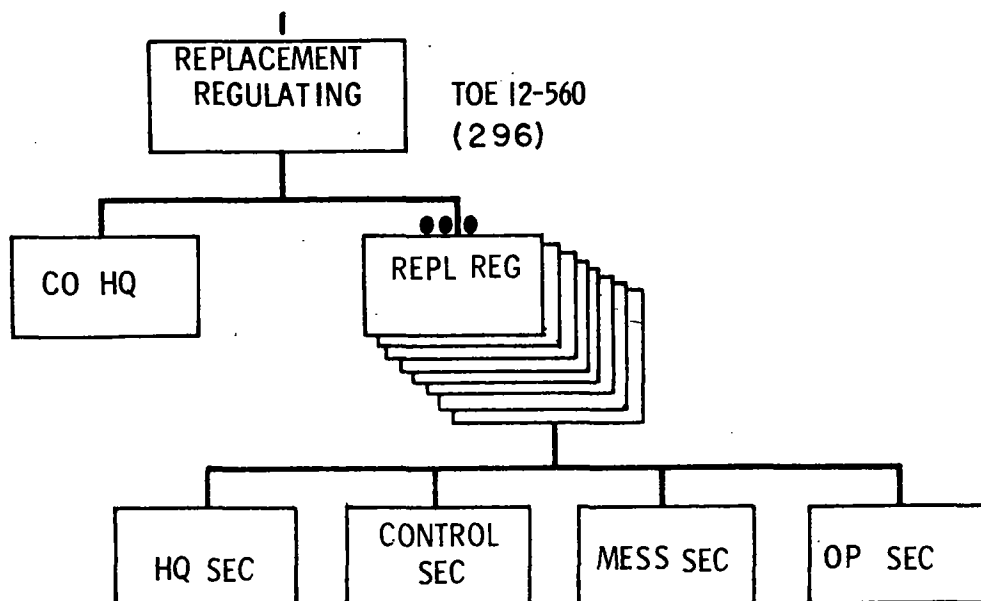


Figure 18-19. Replacement regulating company.

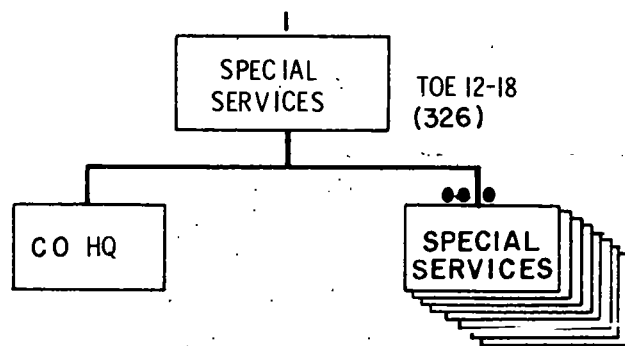


Figure 18-20. Special services detachment.

CHAPTER 19

MEDICAL COMMAND

Section I. GENERAL

19-1. Mission and Functions

a. Mission. The Medical Command, Theater Army Support Command provides communications zone level medical support within a theater of operations and includes all medical units in the communications zone.

b. Functions.

- (1) Command, control, staff planning and supervision of operations, training and administration of three to seven hospital centers or an equivalent mix of hospital centers and medical groups engaged in providing communications zone level medical service.
- (2) Medical regulating.
- (3) Staff services to include—
 - (a) Informing the TASCOT commander and his staff on the health of the command and on medical aspects of matters affecting combat service support.
 - (b) Advising the TASCOT commander and his staff on all medical, professional, and technical matters.
 - (c) Providing current information concerning the medical aspects of the combat service support situation to the surgeons of higher headquarters.
 - (d) Coordinating medical service operations of the communications zone.
 - (e) Providing professional specialty consultation service to the communications zone.

19-2. Organization

(fig. 19-1)

a. The Medical Command is one of the major commands of the TASCOT. The Medical Command will consist of multiple hospital centers

and medical groups. Components of the hospital center normally include several general hospitals and one convalescent center. All other medical units operate under medical group control. In contrast to the field army where medical units are allocated generally on the number of divisions or units to be supported, the COMMZ medical requirements are computed by considering the number of fixed beds required which are functions of admission rates, accumulation factors, evacuation policy, dispersion allowance, and total troop strength.

b. The Medical Command illustrated in figure 19-1 is developed to support an eight-division field army using a 60-day evacuation policy. The expansion of the medical support for a twelve-division field army would require the additional medical units listed below:

- (1) One hospital center.
- (2) Eight 1,000-bed general hospitals.
- (3) One 750-bed station hospital.
- (4) Two 300-bed station hospitals.
- (5) Two 200-bed station hospitals.
- (6) Two 100-bed station hospitals.
- (7) One convalescent center.
- (8) One medical group.
- (9) Two medical battalions.
- (10) Two field hospitals.
- (11) One holding company.
- (12) Two ambulance companies.
- (13) One collecting company.
- (14) One clearing company.
- (15) Two ambulance trains rail.
- (16) TOE 8-500 teams.
- (17) One medical depot.

19-3. Command Relationships

a. Command Relationships to Higher Commands. The Medical Command reports directly

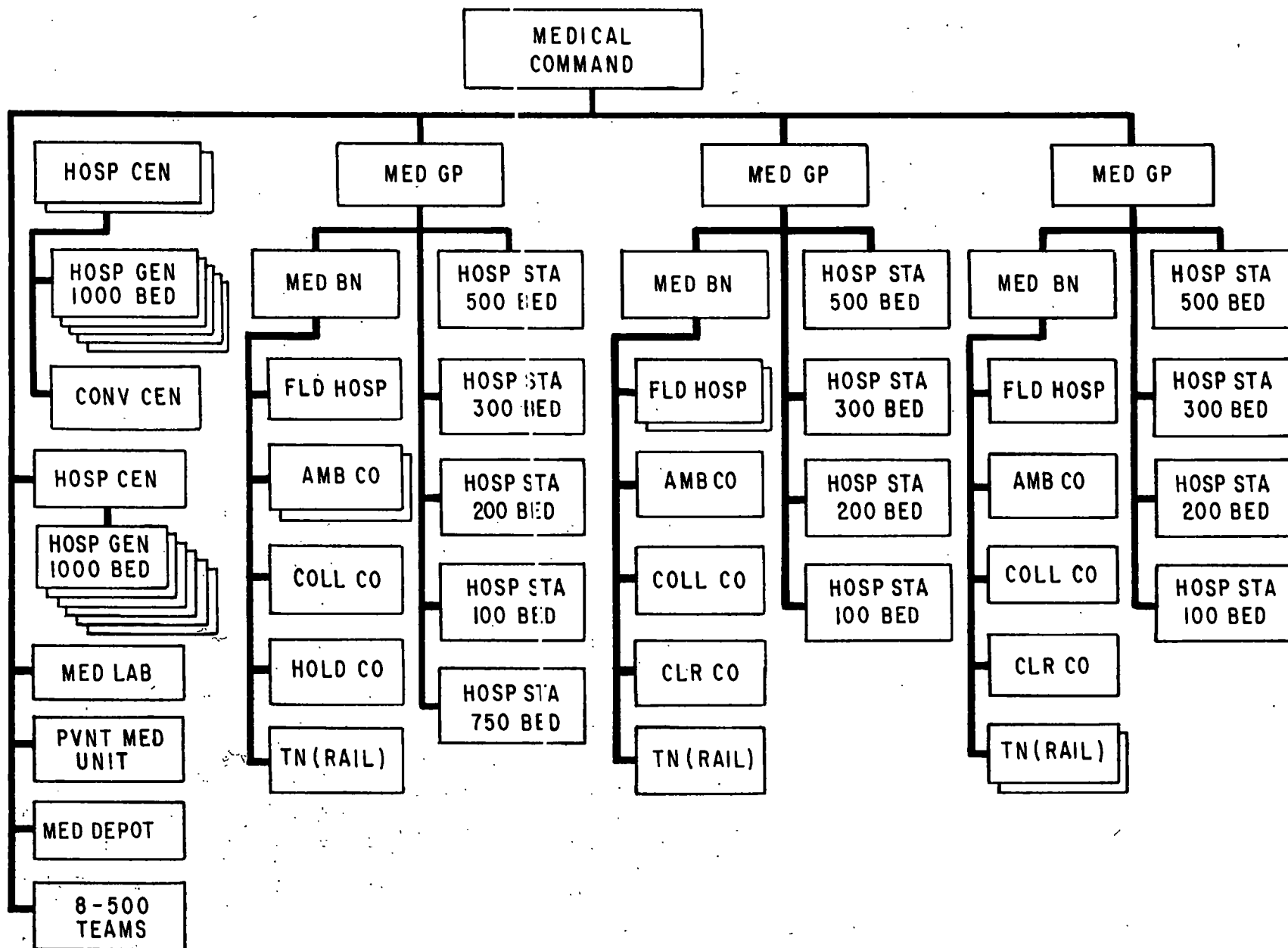


Figure 19-1. Type medical command, TASCOM
(8-division force).

to the TASCOM commander. The coordination of medical command staff matters with theater army and its staff is normally through the TASCOM commander, except that medical professional, and technical matters may be coordinated directly with the theater army surgeon.

b. Command Relationships to Lower Commands. The staff elements of the medical command headquarters will have normal staff relationships with respect to subordinate mission

medical elements. The dental surgeon and veterinary staff officer of the command headquarters may be delegated operational control of assigned dental and veterinary units, respectively.

c. Relationships to Parallel Commands. Normal command relationships. The Medical Command furnishes all medical support in the COMMZ.

Section II. OPERATIONAL CONCEPTS

19-4. Medical Command

The Medical Command is one of six separate commands included within the TASCOM organization. It is a mission command and is primarily concerned with providing services in support of combat operations.

19-5. Medical Units Within TASCOM

All medical units within TASCOM are assigned to the Medical Command. The number and size of the units assigned are subject to wide variation depending on such factors as the size and location of the forces to be supported, the type operations involved, the evacuation policy, and other important considerations. In general, the Medical Command consists of a command headquarters and medical units and detachments concerned with command and control, evacuation, hospitalization, preventive medicine, laboratory service, dental service, veterinary service, medical supply, and specialized miscellaneous units and detachments required for the TASCOM medical service mission. The mission is accomplished through centralized control of decentralized operations. The Medical Command headquarters exercises control of all TASCOM medical resources through its major subordinate units, the hospital center, and medical group headquarters. The composition of hospital centers and medical groups, as well as the specific operational missions assigned to each, are determined by the Medical Command headquarters. Missions will encompass the provision of necessary medical service functions in support of both the field army and the communications zone.

19-6. Medical Mission

The Medical Regulating Section included in

the DCS Plans, Intelligence and Operations, of the Medical Command headquarters will accomplish the medical regulating mission. Automatic data processing equipment (ADPE) support for this important function will be provided by the Personnel and Administration Center (PAC) of the TASCOM Personnel Command.

19-7. Medical Command—ADPE Support

The medical command is dependent upon other TASCOM major commands for ADPE support, as required. In addition, the organization is dependent upon other commands for direct support services. Legal service is provided to the Medical Command by its staff judge advocate and by judge advocates of the Area Support Command.

19-8. Medical Support

Medical support for COMMZ personnel can be provided most economically and efficiently on an area basis by extension of dispensary service from hospital facilities and other medical units.

19-9. Major Missions of COMMZ Medical Service

Major missions are—

a. Medical support to the combat zone by relieving the combat zone of its patients and reinforcing the medical service of the combat zone.

b. Providing medical support to army troops in the COMMZ.

c. Providing medical support to prisoners of war and other personnel as directed by competent authority. The tasks that must be performed to accomplish these missions are essentially the same as those performed in the combat

zone but differ in degree and magnitude of work. As an example, hospitalization in the COMMZ will be of long duration consistent with the evacuation policy as opposed to short term type of the combat zone.

19-10. Medical Command

The medical command headquarters provides for the command, planning, and continuous operation of the medical service of the TASCOM. The medical command is assisted in this function by hospital centers, medical groups, and medical battalions.

19-11. Hospital Center

The hospital center commands two or more general hospitals, convalescent centers, and when appropriate, other COMMZ hospitals and functions as a controlling agency for attached units. A number of operating functions, such as supply, laundry service, and professional consultation service, which are normally performed by individual hospital units, may be centralized and controlled by the hospital center headquarters.

19-12. Medical Groups

Medical groups are assigned to the medical command to effect command, control, staff planning, and supervision of operations, training, and administration of attached medical service units. The nature of COMMZ medical service requires that medical groups be employed to perform dual mission responsibilities consisting of medical support to forces in the combat zone and medical support to COMMZ troops. Support to the combat zone consists of relieving the combat zone of its patients and reinforcing combat zone medical service. Generally, the medical groups located in proximity to the combat zone will be charged with this responsibility and will furnish area medical support to COMMZ troops within their zone of operations. Medical groups located well within the COMMZ will generally provide medical support exclusively within the COMMZ and will normally consist of units furnishing station type hospitalization, short haul patient evacuation, patient holding, and other services. Both the forward and rear medical groups may consist of specialized medical elements providing laboratory, preventive medicine, dental, veteri-

nary, and dispensary services. Units are readily reallocated between groups by action of the medical command to accomplish shifts in workloads.

19-13. Medical Battalion

Medical battalions are assigned to the medical command and attached to medical groups as required to perform the mission of evacuation. They provide command, control, planning and administrative, supply, and vehicle maintenance services for attached units.

19-14. Hospitalization and Convalescent Centers

Hospital treatment facilities provide patients with the minimum therapy necessary to return them to duty or to prepare them for evacuation to the ZI. Hospitalization is provided for the reception of patients from medical treatment facilities located both in the combat zone and the COMMZ, and for direct admissions from troop units located in the COMMZ.

a. The general hospital, 1,000-bed, is a fixed installation designed to provide hospitalization to include medical treatment of a definitive and specialized nature, and observations and studies of patients with serious and/or complicated illnesses, diseases, injuries, or combat incurred wounds. This hospital is a part of the normal evacuation chain of treatment facilities from the FEBA to the ZI. In addition to receiving patients from the combat zone, general hospitals also provide treatment for patients transferred from station hospitals, field hospitals, and dispensaries as well as for personnel admitted directly from units located within the COMMZ. This hospital is assigned to the medical command to satisfy theater fixed-bed requirements.

b. Station hospitals are fixed hospitals which normally serve a limited assigned area within the COMMZ. They do not routinely receive patients from the combat zone. These hospitals are organized and classified according to their patient capacity (100-200-300-500-750) and are established at locations in the COMMZ where there is a sufficient concentration of military personnel to require local hospitalization.

c. The field hospital is organized and designed to provide hospitalization to troops in the COMMZ when temporary hospital facilities are

required. This unit, when operating at one location, can provide care and treatment for 400 patients. It may, however, be divided into three 100-bed hospitalization units, each of which is capable of separate, independent operation for a limited period of time. It is not in the normal chain of evacuation and is normally allocated on the basis of four per COMMZ in support of a field army. This treatment facility may also be used to provide treatment for prisoners of war where needed for this purpose.

d. Convalescent centers are assigned to COMMZ and are designed to recondition and prepare patients, who no longer require hospitalization, for return to full duty. Convalescent center beds are not charged against theater fixed bed requirements.

19-15. Evacuation and Treatment

Medical evacuation is intimately related to patient treatment and assures en route patient care between points where more definitive treatment is provided.

a. *Evacuation From the Combat Zone.*

(1) The evacuation of patients from the combat zone to the communications zone requires detailed planning and coordination between the medical brigade in the field army and the medical command in the COMMZ. The medical command also coordinates evacuation requirements with the agencies controlling air and rail transportation assets.

(a) *Evacuation by the Air Force.* Based on information received from the medical brigade, the medical command commander places requirements upon Theater Air Force to evacuate specific numbers of patients from the combat zone. The Air Force is furnished information on the number of patients to be evacuated, their location in the combat zone, and their destination in the COMMZ. The Air Force furnishes the medical command commander an air evacuation schedule which may or may not provide sufficient transport for all patients awaiting evacuation. The medical command

commander furnishes evacuation instructions to the COMMZ medical facilities concerned and to the medical brigade. Patients are transported by Army ambulance units to Air Force casualty staging facilities or Army holding units established at airfields in the combat zone, where they are enplaned in accordance with the air evacuation schedule. At the destination airfields in the COMMZ, Air Force casualty staging facilities or Army holding units receive and hold the patients until they are transported by Army ambulance units to the receiving hospitals.

(b) *Evacuation by Army medical ambulance units.* Necessary planning and coordination is accomplished between the medical brigade and the medical command. Evacuation missions are accomplished by ambulance companies of COMMZ medical groups supporting the combat zone. Ground ambulances utilized for this function are a supplement to normal air and rail transportation when these means are not available or sufficient for this mission and when the distances involved are not too great.

(c) *Evacuation by rail ambulance trains.* Planning and coordination is accomplished between the medical brigade and the medical command regarding the numbers and locations of patients to be evacuated from the combat zone. The medical command requests motive power for the ambulance trains from the TASCOT movement control center and informs the MCC of pickup and destination locations. The movement control center furnishes the medical command with an appropriate train schedule. The medical command commander issues implementing instructions to the COMMZ medical facilities concerned and to the medical brigade. The medical brigade and the medical command are responsible for the transportation of

patients to and from railheads and for establishing holding facilities at these locations, when required.

- (2) The concepts of patient evacuation from the combat zone have been oversimplified for the sake of clarity and ready understanding of the employment of various evacuation means. The actual accomplishment of this function is complex and requires detailed consideration and coordination of all factors involved. The operating procedure facilitating patient evacuation is medical regulating which will be discussed later in detail.

b. Evacuation Within the COMMZ.

- (1) Medical evacuation units are placed throughout the COMMZ based on population concentrations for the purpose of evacuating sick or injured to an initial treatment facility or for the purpose of evacuating patients to a subsequent treatment facility for more definitive treatment. Arrangements for this service are made between the treatment facilities concerned and the medical unit responsible for furnishing evacuation support.
- (2) For patient evacuation to general hospitals from any other COMMZ medical treatment facility, coordination must be made through the medical command. The planning, coordination, and execution of patient evacuation within the COMMZ will be accomplished in much the same manner as described above for the combat zone.

c. Types of Evacuation Means Available to the Medical Command.

- (1) *Ambulance companies and detachments.* Ambulance companies and detachments are attached to medical battalions for control purposes and are utilized for evacuation and reinforcement of the combat zone and for area support of the COMMZ. These units are equipped with $\frac{3}{4}$ -ton ambulances or ambulance busses, as appropriate.
- (2) *Helicopter ambulance detachments.*

Helicopter ambulance detachments are attached to medical groups as required for the purpose of furnishing emergency air evacuation of seriously injured or ill patients to an initial treatment facility and for the subsequent movement of critically injured or ill patients between treatment facilities.

- (3) *Rail ambulance trains.* Ambulance trains normally evacuate the bulk of those patients evacuated from the combat zone by surface means. Ambulance train units, less rail engines and crews, are assigned to the medical command.

- (4) *Air Force evacuation means.* The Air Force has the primary responsibility for air evacuation of patients from the combat zone to the COMMZ. The Army has no control over the type aircraft utilized by the Air Force and can only recommend the scheduling of the evacuation operation. In any event, the accomplishment of the air evacuation mission will be in accordance with the flight schedule published by the Air Force.

d. Holding Facilities. Holding facilities, either Army or Air Force, are intimately related to the evacuation process, yet they are also closely associated with the care and stabilization of a patient's condition as opposed to the definitive treatment provided in hospitals. Nevertheless, holding facilities are discussed in this study in connection with evacuation and treatment because it is the evacuation of patients which necessitates the existence of holding facilities. It is a general principle that holding installations are initially established and operated in the vicinity of railheads and airfields utilized for evacuation purposes.

19-16. Area Medical Service

a. The area support command has no medical units assigned or attached and must receive medical support from medical facilities of the medical command on an area basis. This concept of medical service involves the delineation of support responsibility by geographical area. Medical support for COMMZ personnel can be

provided most economically and efficiently on an area basis by extension of dispensary services from hospital facilities. Medical units required for this service are allotted based upon troop strength and are established when troop concentrations dictate.

b. The area support groups have no medical units assigned or attached and must receive medical support from medical facilities of the medical command on an area basis. To insure adequate medical support to area support groups, coordination between the area support command and the medical command is necessary. An exchange of information through effective liaison will provide the medical command commander with the extent and location of troop concentrations to be supported, and will provide the area support command commander with the type and amount of service to be furnished. The senior medical commander located within the geographical boundaries of an area support group will normally provide medical staff advice for the area support group commander. Standing operating procedures will normally be developed by the medical command and the area support command governing the relationship between each area support group commander and the senior medical commander in his area.

c. Rear area security and area damage control. The senior medical commanders located within the boundaries of area support groups will normally be responsible for the development of medical plans in support of the area

support group commander's RAS/ADC plan. Once developed, these plans will be coordinated with the medical command to insure availability of adequate medical service to accomplish all assigned missions.

19-17. Operational Concept of Medical Depot in TASCOM

a. The Medical Depots in TASCOM operate under the command management of the Medical Command. They will operate as a receiving, storage, and shipping point and will contain only medical supplies and equipment. In this respect, it will be physically located as a separate storage location. They may, however, be located within the confines of the field depot complex, if feasible.

b. Medical supplies that are readily identifiable at terminals will be shipped directly to a medical depot. Segregation of mixed shipments coming into the theater will normally occur at field depot complexes. Once identified, medical supplies and equipment will then be forwarded to a medical depot.

c. Inventory control of medical supplies and equipment will be maintained by the TASCOM Medical Command.

d. TASCOM medical depots perform both a supply and maintenance mission which consists of both general and direct support. Additional direct support supply points may be established as required through augmentation of the medical depots with cellular supply detachments of TOE 8-500. Direct support is provided on a supply point distribution basis.

Section III. ORGANIZATIONS AND CAPABILITIES

19-18. Headquarters and Headquarters Company, Medical Command, TOE 8-111(T)

This medical command provides communications zone level medical support within a theater of operations and commands all medical units in the communications zone. It is assigned on the basis of one per theater army support command and has the following capabilities:

a. Command, control, staff planning and supervision of operations, training and administration of three to seven hospital centers or an

equivalent mix of hospital centers and medical groups engaged in providing communications zone level medical service.

b. Medical regulating.

c. Staff services to include—

(1) Keeping the TASCOM commander and his staff informed on the health of the command and on medical aspects of matters affecting combat service support.

(2) Advising the TASCOM commander and his staff on all medical, profes-

sional and technical matters, as required.

- (3) Providing current information concerning the medical aspects of the combat service support situation to the surgeons of higher headquarters.
- (4) Coordinating medical service operations of the communications zone.
- (5) Professional specialty consultation service to the communications zone.

19-19. Headquarters and Headquarters Detachment, Medical Group, TOE 8-122E
(fig. 19-3)

This medical group provides command, control and administrative supervision of attached medical units. It is assigned on the basis of providing supervision for three to seven medical battalions or their equivalents. This headquarters has the following capabilities:

a. Command, control, staff planning, and supervision of operations, training and administration of three to seven nondivisional medical battalions, or their equivalent.

b. Limited administrative support for attached units.

19-20. Headquarters and Headquarters Detachment, Medical Battalion, TOE 8-126E
(fig. 19-4)

This medical battalion provides command, control and planning for a medical service battalion (nondivisional); to include logistical support. It is assigned to a medical group on the basis of one per three to seven medical companies or their equivalent. It has the following capabilities:

a. Providing command, administration, control and planning for the component units of a nondivisional medical service battalion.

b. Providing logistic support for the component units of a nondivisional medical service battalion.

19-21. Medical Holding Company, TOE 8-57E
(fig. 19-5)

The company provides medical holding facilities and limited medical treatment at patient transfer points such as airheads, railheads, and ports of embarkation. It is assigned to the med-

ical Command on the basis of three per field army supported. Capabilities include—accommodating 300 patients in a single holding facility, or when augmented by mess teams of TOE 29-500 it can operate as three separate platoons, each capable of accommodating 100 patients, providing necessary emergency treatment, supportive therapy, continuation of established treatment regimens and nursing care.

19-22. Medical Ambulance Company, TOE 8-127E
(fig. 19-6)

This company provides ground ambulance evacuation of patients. It is assigned to the Medical Command on the basis of two per corps supported. Capabilities include—lift capability for evacuation of 180 litter patients or 288 ambulatory patients. When bus ambulances are authorized in lieu of $\frac{3}{4}$ -ton ambulances to perform mass evacuation missions in the communications zone, the single lift capability is increased to 324 litter patients or 792 ambulatory patients.

19-23. Medical Clearing Company, TOE 8-128
(fig. 19-7)

The company receives, sorts, and provides emergency or resuscitative treatment for patients until evacuated and provides definitive treatment for patients with minor illnesses, wounds, or injuries. It is assigned to the Medical Command on the basis of one per corps supported. Capabilities include—

a. Operation of three separate treatment facilities, each with a capacity of 80 patients. Under extreme conditions each facility can, for a limited period of time, care for about 120 patients. In these instances, mess augmentation must be provided.

b. Operating a medical convalescent facility.

c. Providing one, two or three medical holding facilities.

d. Supplementing medical service of combat divisions or hospitals.

19-24. Medical Collecting Company, TOE 8-129E
(fig. 19-8)

The company provides litter bearer support in the communications zone as required. It is assigned to the medical command on the basis

of three per field army supported. This company provides litter bearer support to holding units operating at air, rail, and water terminals, and to hospitals and other medical service facilities.

19-25. Preventive Medicine Service Unit, TOE 8-204E (fig. 19-9)

This service unit provides facilities for the field study, evaluation and control of environmental and other factors affecting the health and morale of troops in the field. It is assigned to the Medical Command on the basis of one per TASCOM supported. Capabilities include—

a. Planning, supervision, and operation of preventive medicine activities.

b. Epidemiologic investigation of conditions affecting the health of troops and animals.

c. Field surveys and inspections of significant environmental health factors.

d. Evaluation of the results of epidemiologic investigations and field surveys of inspections.

e. Collection, evaluation, and preservation of medical, veterinary and sanitary data in geographic areas of commitment.

f. Planning and application of measures for the prevention and control of diseases and injuries.

g. Control of militarily significant disease reservoirs in civilian population groups and indigenous animals as directed.

h. Planning and supervision of programs for the instruction of troops in personal and organizational measures for the preservation of health including training of field sanitation teams.

19-26. Field Hospital, TOE 8-510E (fig. 19-10)

The field hospital provides hospitalization to troops in the communications zone when temporary hospital facilities are required. It is assigned to the Medical Command on the basis of four per field army supported. Capabilities include—

a. Providing medical care and treatment for 400 patients when operating as a complete unit.

b. It may be divided into three 100 bed hospitalization units, each of which is capable of separate-independent operation.

19-27. Ambulance Train, Rail, TOE 8-520E (fig. 19-11)

The ambulance train evacuates patients from hospitals or holding units of the combat zone to the communications zone; between hospitals of the communications zone, and from hospitals to aerial and/or water ports of embarkation. It is assigned to the Medical Command on the basis of six per field army supported. Capabilities include—

a. 180 litter patients, or

b. 72 litter patients and 198 ambulatory patients, or

c. 72 litter patients and 144 ambulatory patients not requiring litter berth accommodations.

19-28. General Hospital, 1,000 Bed, TOE 8-551E (fig. 19-12)

The general hospital provides hospitalization to include medical treatment of a definitive and specialized nature and observations and studies of patients with serious and/or complicated illnesses, diseases, injuries or combat-incurred wounds. It is assigned to the Medical Command on the basis of one per 1,000 fixed beds required. Capabilities include—

a. Services stated in the mission of the units.

b. Reception and treatment of patients evacuated from—

(1) Forward medical units including those in support of combat troops.

(2) Station, evacuation, surgical, and field hospitals.

(3) Dispensaries in the immediate vicinity of the hospitals.

c. Patient load of this hospital under normal operation is at eighty percent of bed capacity.

d. This unit is dependent upon the Area Support Command for direct support services.

19-29. Station Hospital, 100 Bed, TOE 8-563E (fig. 19-13)

The station hospital (100 bed) provides station type hospitalization (medical and surgical treatment) and limited outpatient service to an installation or the military population of a specified geographical area. It is assigned to the Medical Command on the basis of requirements as follows:

a. Provides hospital facilities for the care and treatment of 100 patients; such service includes medical and surgical treatment, preparation of patients for further evacuation, and limited outpatient service.

b. At augmented strength this unit provides facilities, as listed in *a* above, for 140 patients.

c. This unit will require the addition of teams of TOE 29-500 for mess when patient capacity has been increased by implementation of paragraph 11, 40 bed augmentation.

19-30. Station Hospital, 200 Bed, TOE 8-564E
(fig. 19-14)

The station hospital (200 bed) provides station type hospitalization (medical and surgical treatment) and limited outpatient service to an installation or the military population of a specified geographical area. It is assigned to the Medical Command on the basis of requirements within capabilities as follows:

a. Hospital facilities for the care and treatment of 200 patients.

b. When augmented this unit provides facilities, as listed in *a* above, for 25 or 50 additional patients.

19-31. Station Hospital, 300 Bed, TOE 8-565E
(fig. 19-15)

The station hospital (300 bed) provides station type hospitalization (medical and surgical treatment) and outpatient service to an installation or the military population of a specified geographical area. It is assigned to the Medical Command on the basis of requirements within capabilities as follows:

a. Provides hospital facilities for the care and treatment of 300 patients. Such service includes medical and surgical treatment, preparation of patients for further evacuation, and limited outpatient service.

b. At augmented strength this unit provides facilities for 360 patients.

19-32. Station Hospital, 500 Bed, TOE 8-566E
(fig. 19-16)

The station hospital (500 bed) provides station type hospitalization (medical and surgical treatment) and outpatient service to an instal-

lation or the military population of a specified geographical area. It is assigned to the Medical Command on the basis of requirements within capabilities as follows:

a. Provides hospital facilities for the care and treatment of 500 patients. Such service includes medical and surgical treatment, preparation of patients for further evacuation, and limited outpatient service.

b. At augmented strength this unit provides facilities, as listed in *a* above, for 540, 580 or 600 patients.

19-33. Station Hospital, 750 Bed, TOE 8-567E
(fig. 19-17)

The station hospital (750 bed) provides station type hospitalization (medical and surgical treatment) and outpatient service to an installation or the military population of a specified geographical area. It is assigned to the Medical Command on the basis of requirements within capabilities as follows:

a. Provides hospital facilities for the care and treatment of 750 patients. Such service includes medical and surgical treatment, preparation of patients for further evacuation, and limited outpatient service.

b. At augmented strength this unit provides facilities as listed in *a* above for 810, 870, or 910 patients.

19-34. Convalescent Center, TOE 8-590E
(fig. 19-18)

The convalescent center provides facilities for the convalescent care and physical reconditioning of 1,500 patients. It is assigned to the Medical Command on the basis of one per 10,000 fixed beds in the COMMZ. Capabilities, inclusive of the professional complement are—

a. Convalescent care and physical reconditioning of patients expected to be returned to duty under existing evacuation policy.

b. Dispensary type medical and dental treatment.

c. When augmented, this unit provides facilities for 1,500 additional patients. This unit is dependent upon area services, or higher headquarters for transportation for displacement and military police service and area security.

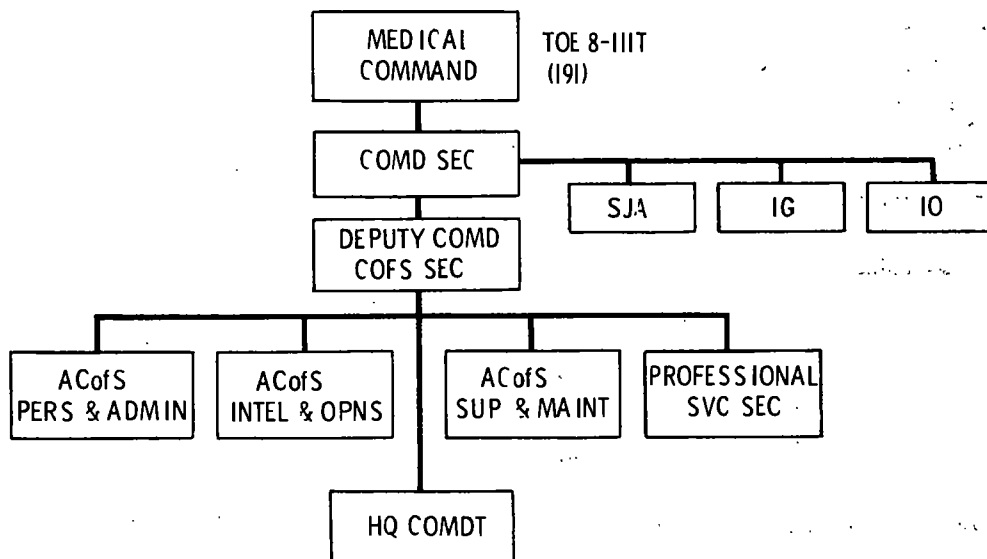


Figure 19-2. HHC, medical command.

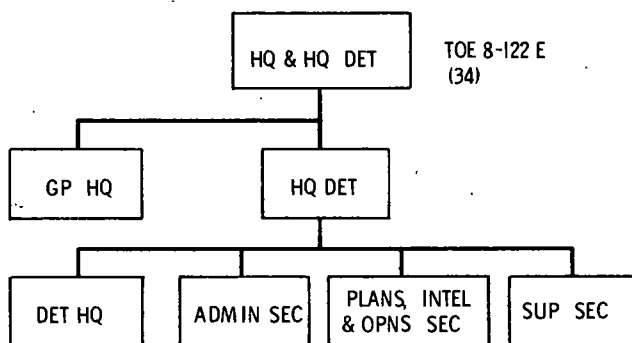


Figure 19-3. HHD, medical group.

19-35. Medical Laboratory, TOE 8-650E (fig. 19-19)

The medical laboratory furnishes complete medical laboratory service within a theater of operations. It is assigned to the Medical Command on the basis of one per 30,000 fixed beds in the COMMZ. This unit provides medical laboratory service in general support within a theater of operation, and is capable of—

- a. Operating 1 base and 3 mobile laboratories.

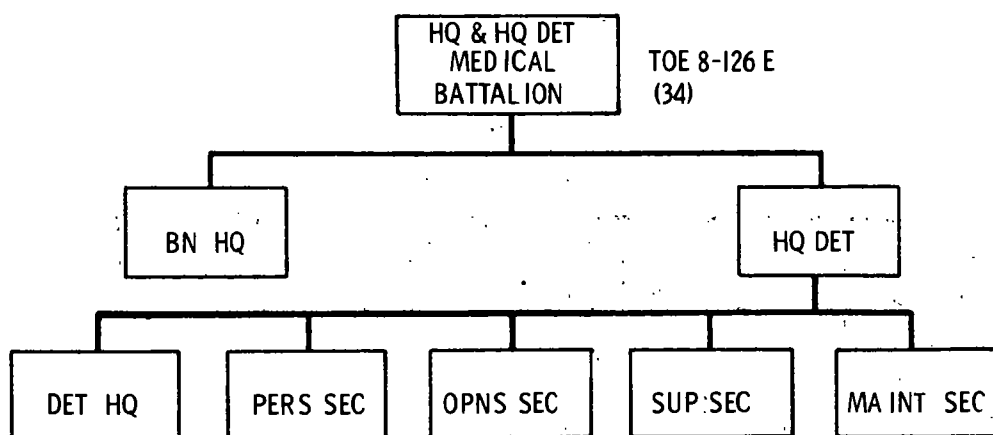


Figure 19-4. HHD, medical battalion.

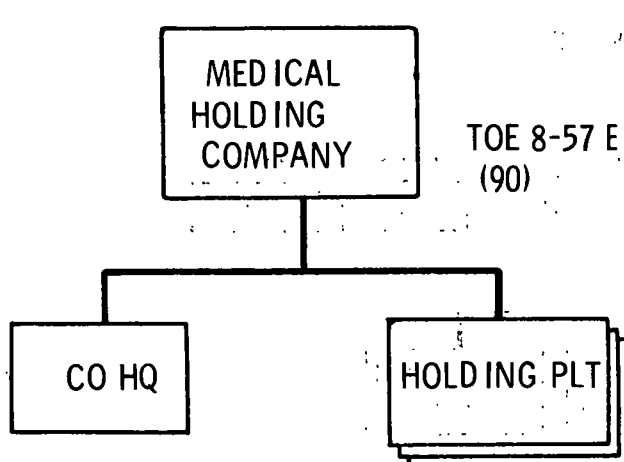


Figure 19-5. Medical holding company.

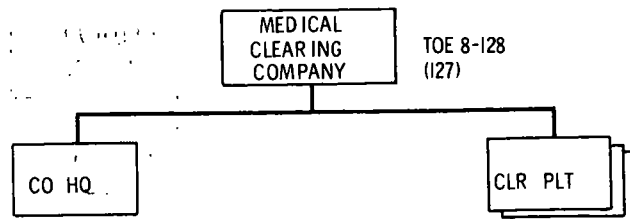


Figure 19-7. Medical clearing company.

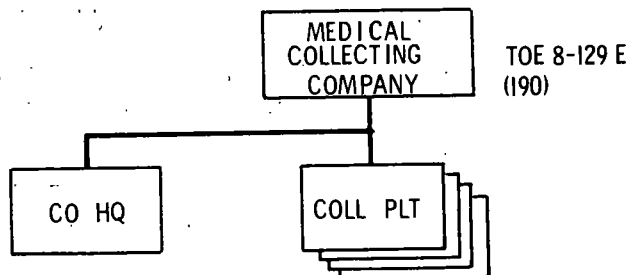


Figure 19-8. Medical collecting company.

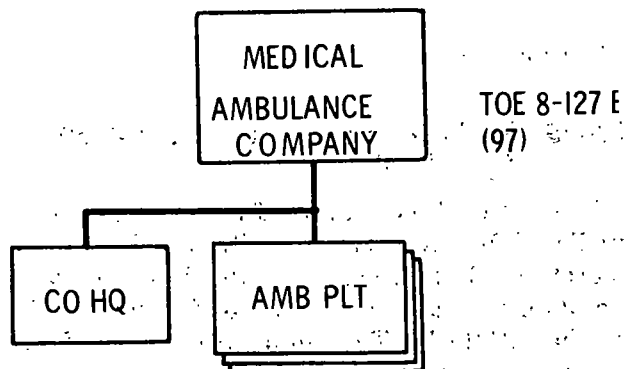


Figure 19-6. Medical ambulance company.

b. Performing laboratory examinations normally within the capabilities of the unit as listed in AR 40-440.

c. Assisting in the detection and identification of agents used in nuclear, biological, and chemical warfare in personnel exposed to such agents and evaluating their actual or potential hazards.

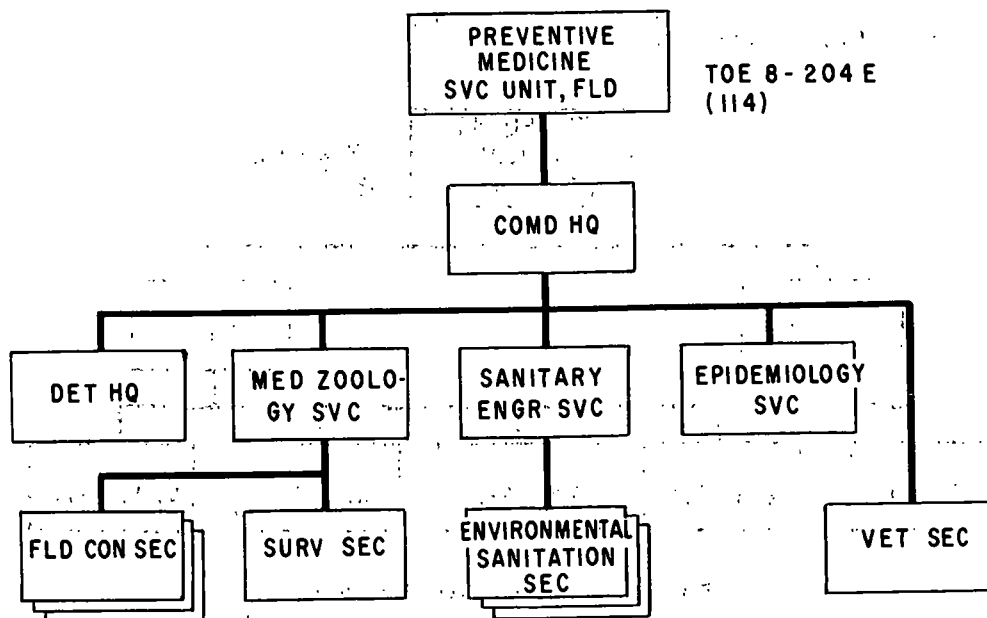


Figure 19-9. Preventive medicine service units, field.

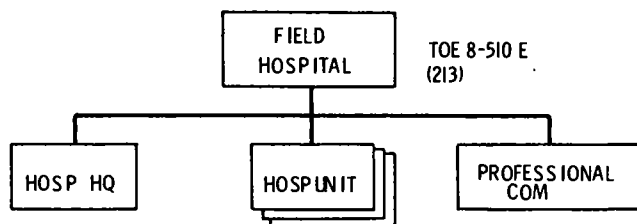


Figure 19-10. Field hospital.

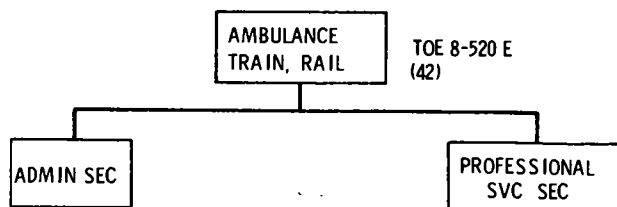


Figure 19-11. Ambulance train, rail.

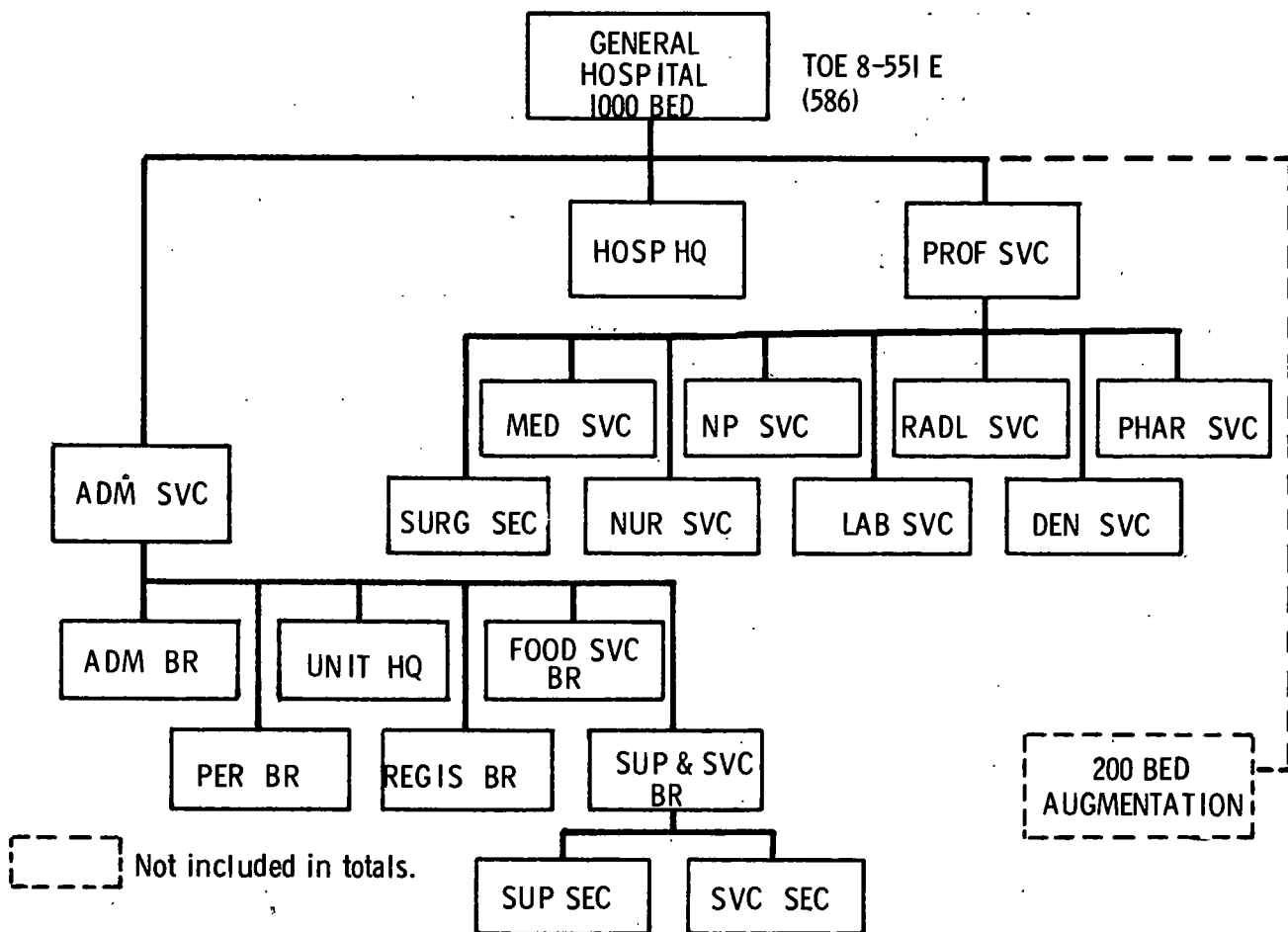


Figure 19-12. General hospital, 1,000 bed.

d. Conducting medical research investigations and technical inspections.

e. Performing tests in support of epidemiological studies.

f. Manufacturing diagnostic biologicals.

g. Establishing a theater histopathology center.

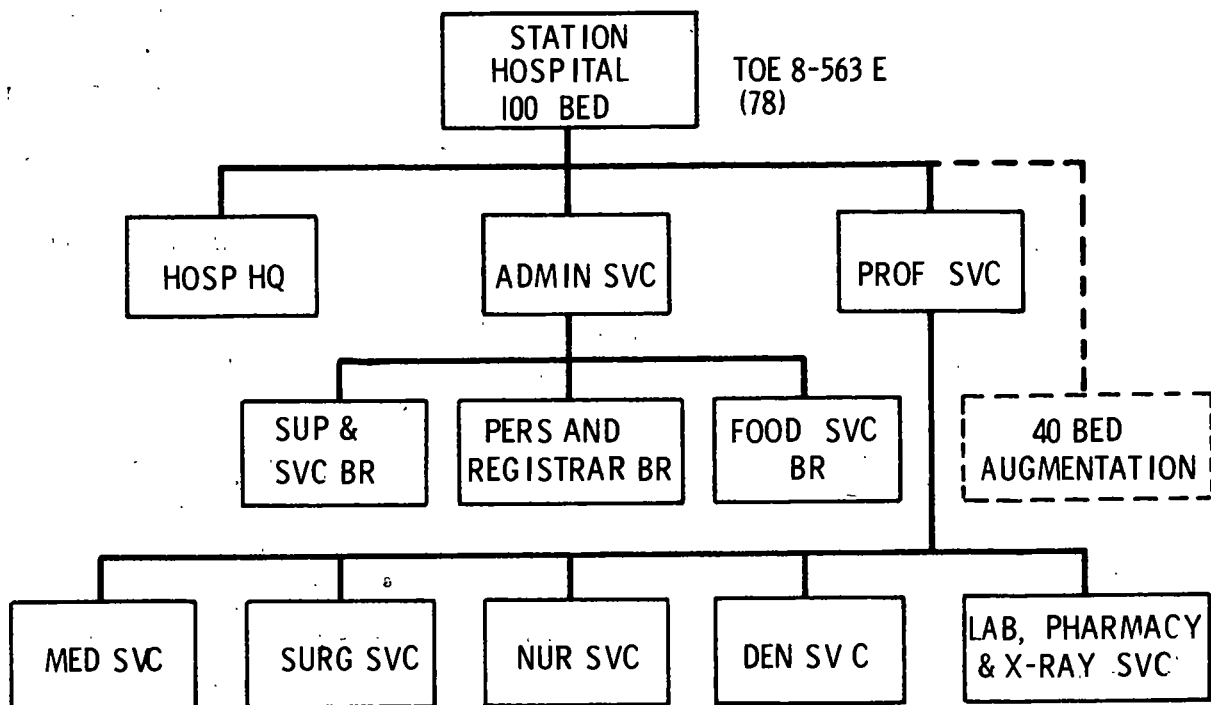
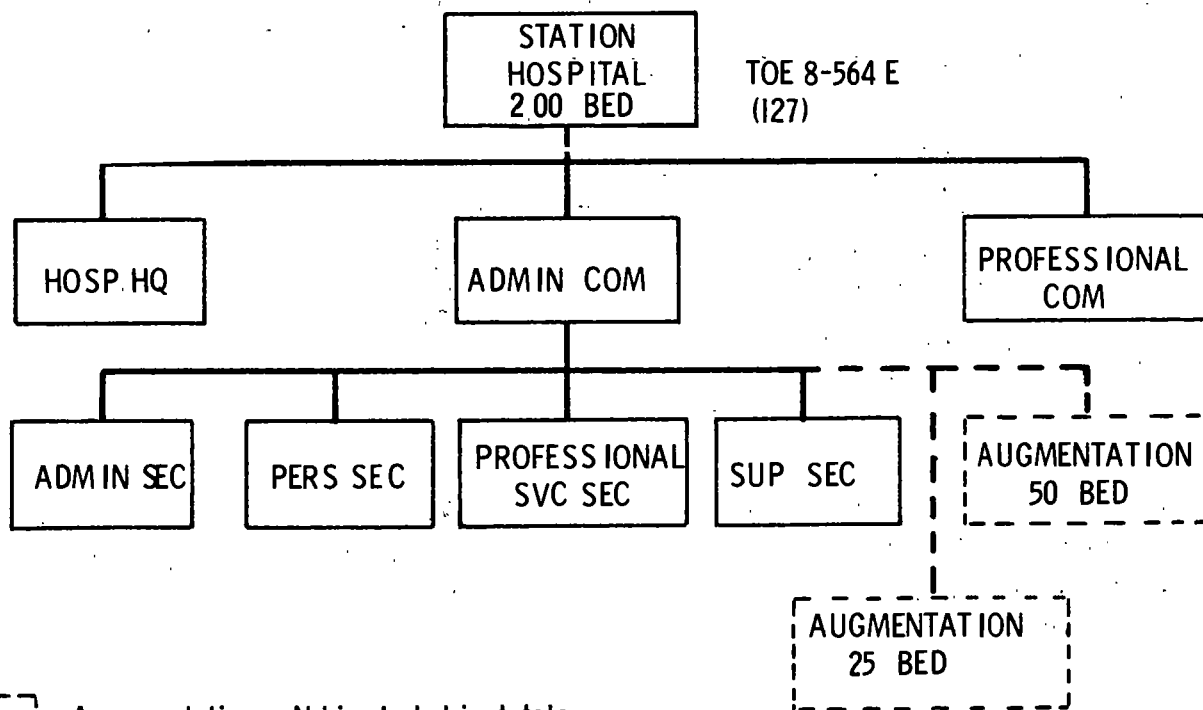
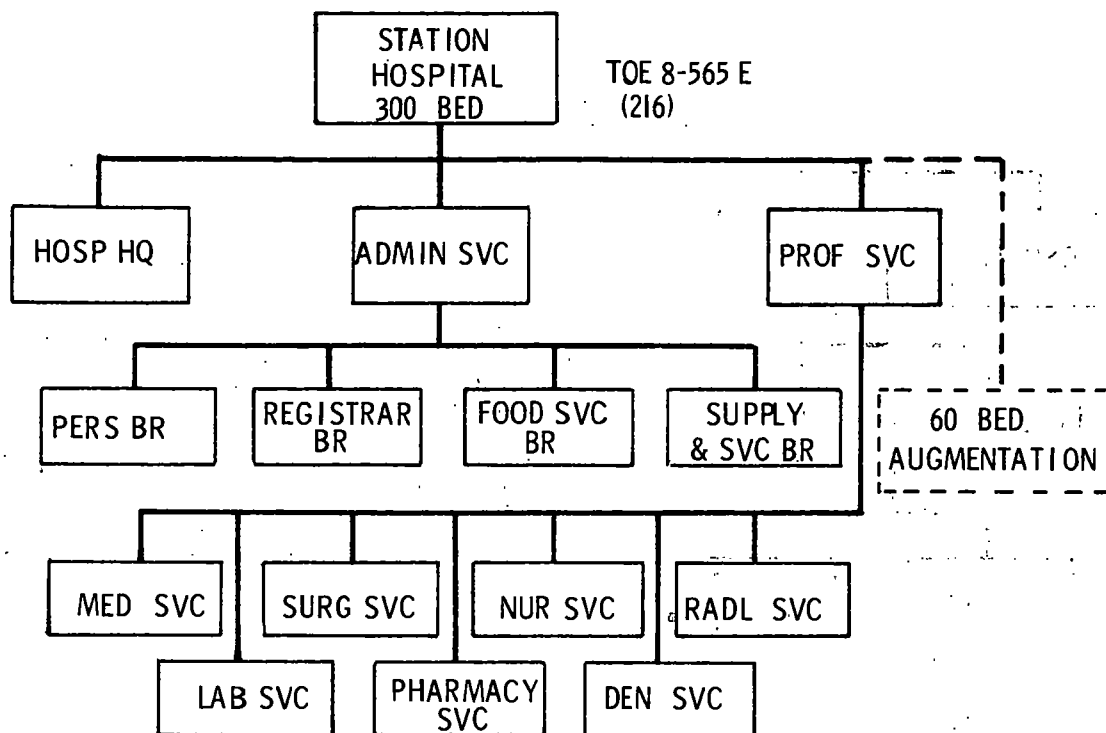


Figure 19-13. Station hospital, 100 bed.



Augmentation. Not included in totals

Figure 19-14. Station hospital, 200 bed.



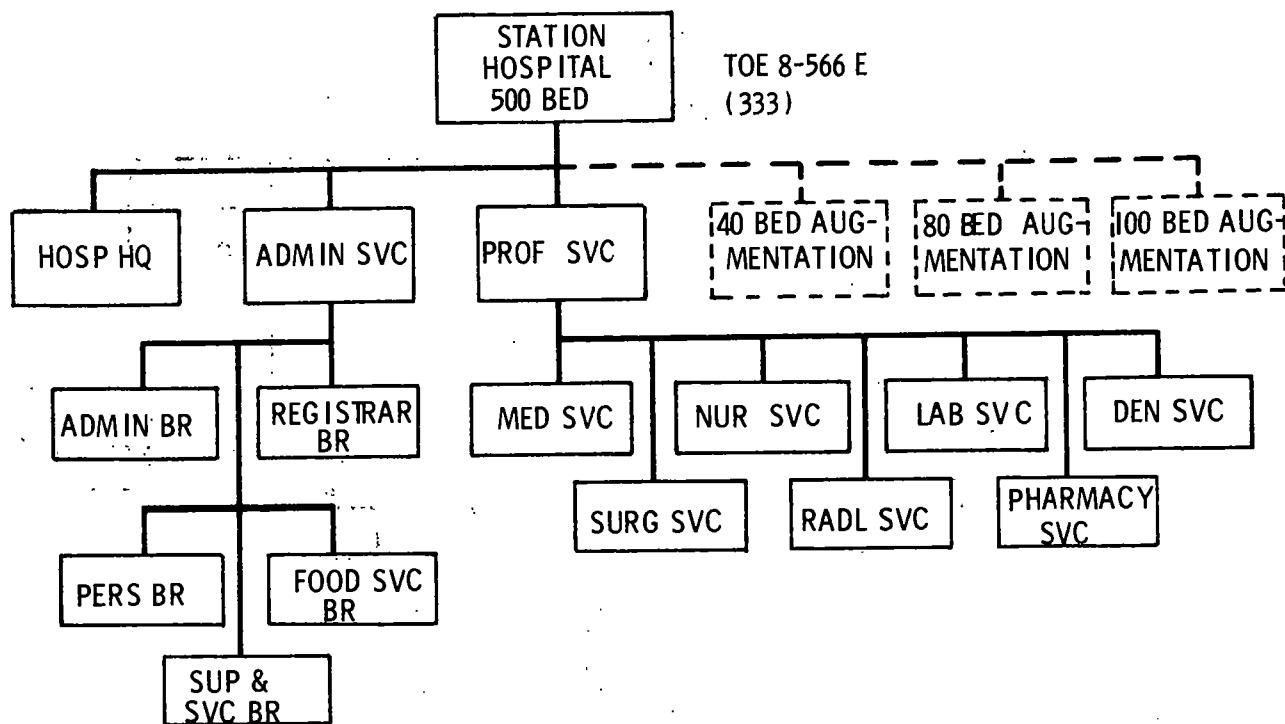
 Not included in totals.

Figure 19-15. Station hospital, 300 bed.

19-36. Army Medical Service Cellular Units, TOE 8-500

a. Mission. These units or teams perform medical service functions where units of less than company size are required. Cellular units or teams increase the capabilities of fixed strength units where increments of less than company size are required. These teams are

designed to provide organizations which differ in size and composition depending upon the tactical, logistical, and professional considerations involved, and insure a maximum of flexibility in the field organization of the Army Medical Service. These teams also provide command and administrative personnel for medical composite units.



 Not included in totals.

Figure 19-16. Station hospital, 500 bed.

b. Assignment Capabilities. The capabilities of units organized under TOE 8-500 vary with the size and grouping of the teams used. Unless specifically provided for in the basic organization, these teams must be furnished mess, administration, and motor maintenance service.

c. Allocation. Cellular or specialist teams may be attached or assigned, as required, to fixed strength medical service units under varying conditions.

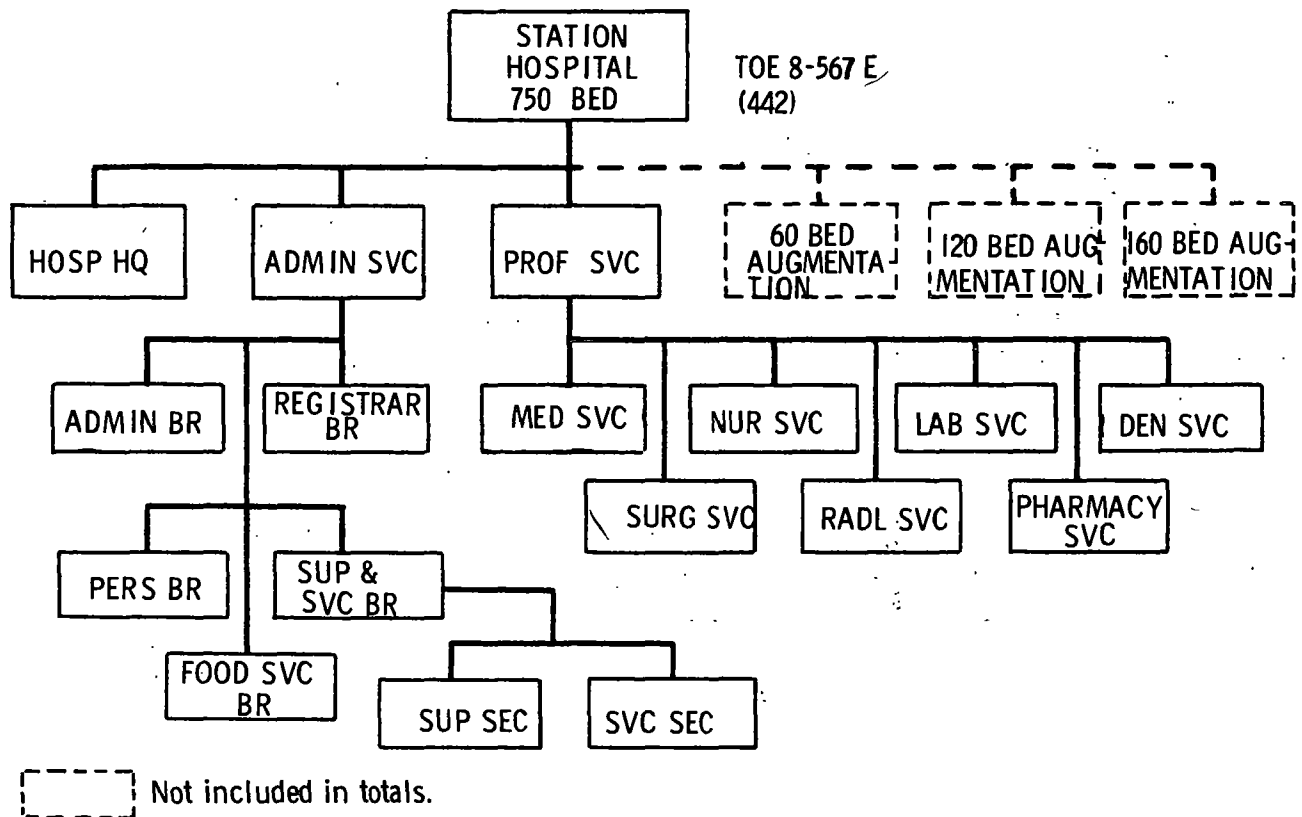


Figure 19-17. Station hospital, 750 bed.

19-37. Medical Depot, TOE 8-187E
(fig. 19-20)

The medical depot furnishes medical depot support within a theater of operations. It is assigned to the medical command on the basis of one per 200,000 troops supported in a theater of operations. Capabilities include—

a. Receipt, classification, storage, and issue

of 36 short tons of medical supplies in support of 200,000 troops.

b. Depot maintenance of medical equipment, including such support to an Army Medical Depot, and field maintenance support of using organizations in the COMMZ.

c. Fabrication and repair of 2,200 pairs of spectacles per month.

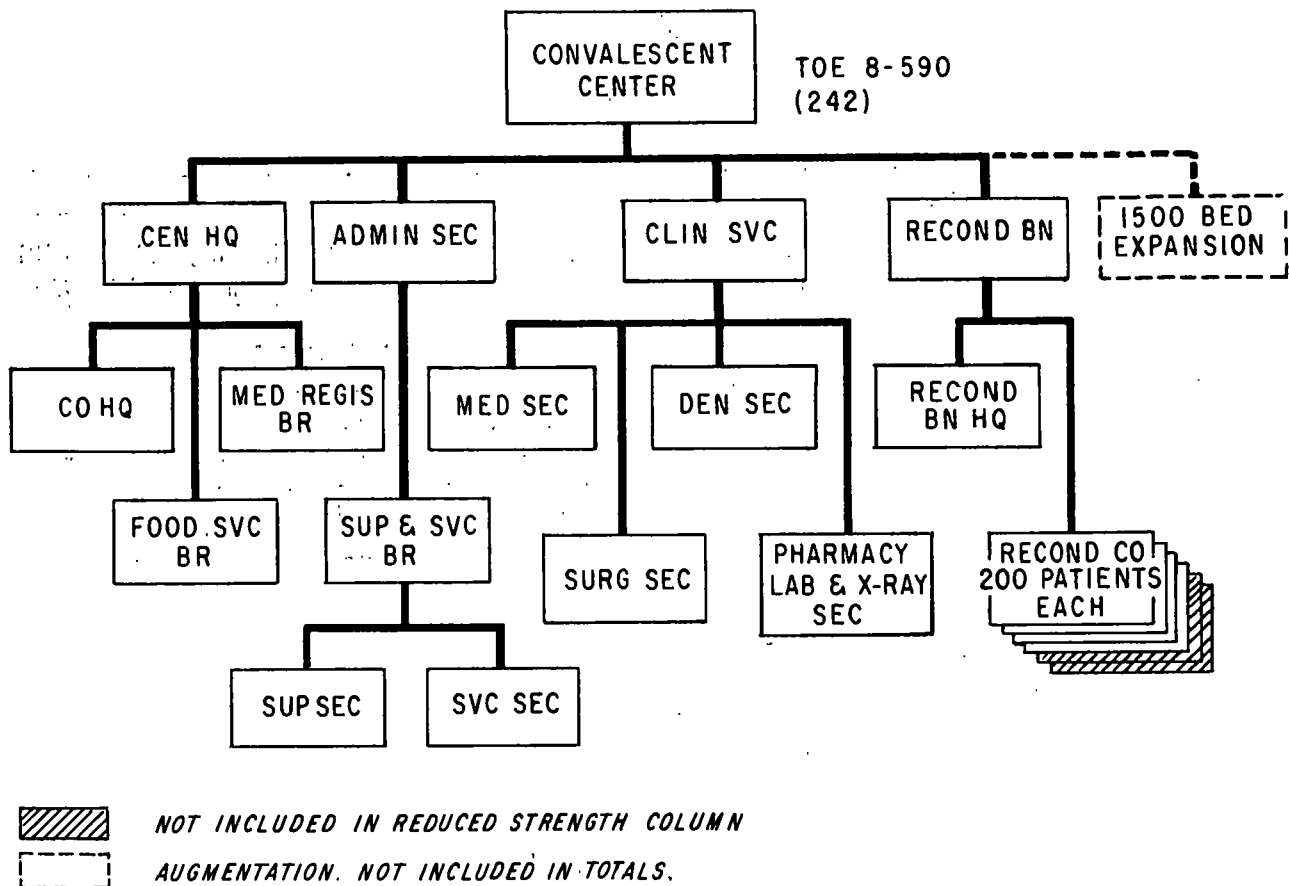


Figure 19-18. Convalescent center.

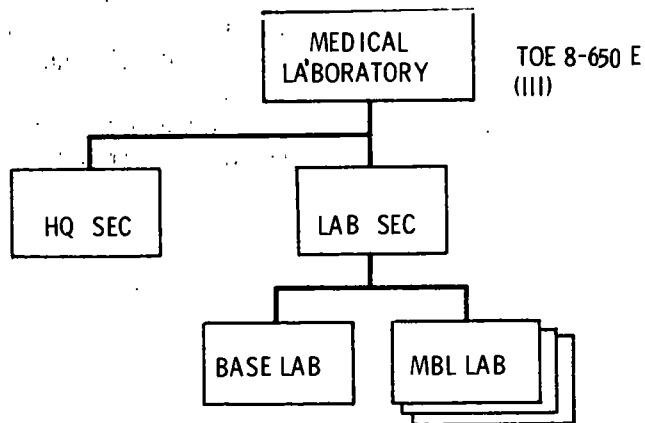
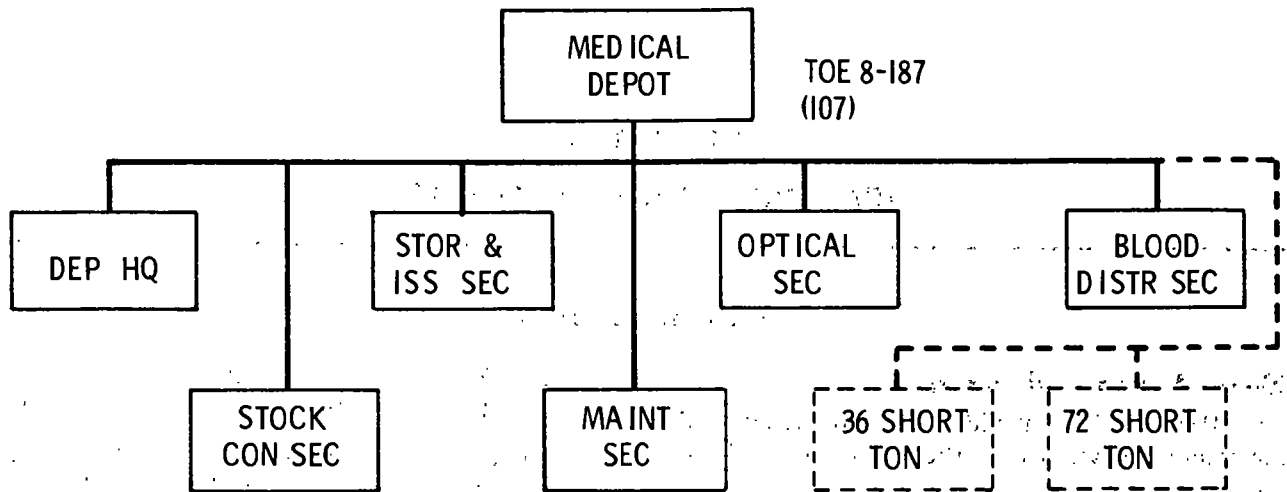


Figure 19-19. Medical laboratory.



--- Augmentation. Not included in totals.

Figure 19-20. Medical depot.

d. Distribution of 600 pints of whole blood daily to hospitals in the COMMZ.

e. The first augmentation increases the capability by 36 short tons daily providing support for a maximum of 400,000 troops. The second augmentation increases the capability by 72 short tons daily, providing support for a total of 600,000 troops.

f. In addition, the first augmentation increases the optical shop capability by 440 pairs of spectacles per month and the second augmentation increases the optical shop capability by 880 additional pairs of spectacles per month.

g. This unit is dependent upon augmentation with labor personnel from indigenous or other labor sources as required by depot workloads.

CHAPTER 20

TRANSPORTATION COMMAND

Section I. GENERAL

20-1. Mission and Functions

a. *Mission.* To provide transportation and movements services in a theater of operations.

b. *Functions.*

(1) To command and control assigned and attached units.

(2) To plan for and supervise the operations of assigned and attached units.

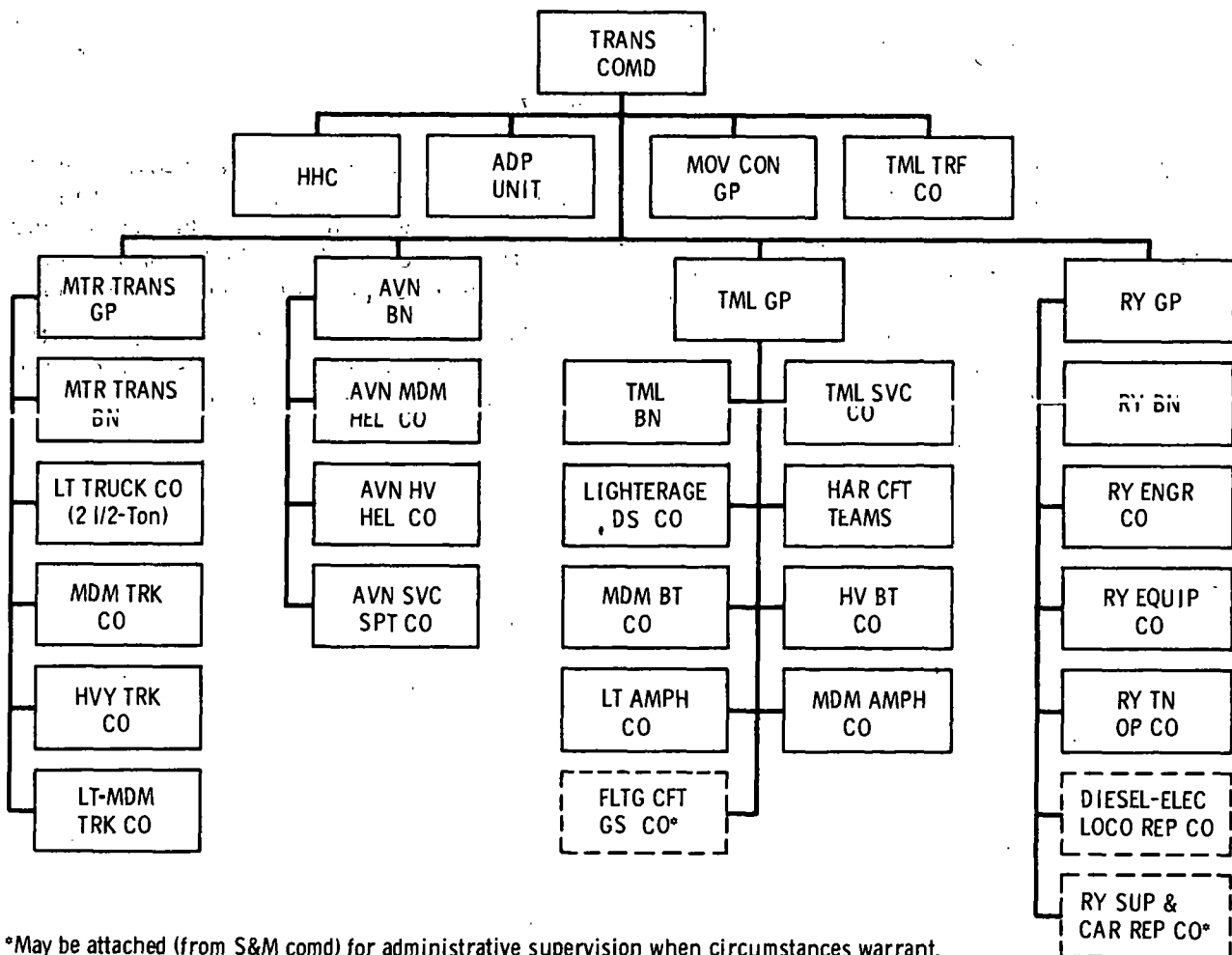


Figure 20-1. Type units assigned to the transportation command.

- (3) To advise on the status of transportation and movements services in the theater.
- (4) To recommend transportation policies.
- (5) To recommend the allocation of transportation resources.
- (6) To maintain liaison with theater army, field army, FASCOM, other services and allied and host-nation staffs and, as required, with transportation mode or facility operators in the conduct of transportation operations.
- (7) To manage the transport capability of the army allocated portion of intra-theater Air Force air transport and Military Sea Transport Service (MSTS) water transport.
- (8) To coordinate operations with Military Air Transport Service (MATs) and MSTS on the use of intertheater transport capability.
- (9) To coordinate operations with CONUS

transportation agencies to insure interface of CONUS and theater transport and movements procedures.

20-2. Organization

See figure 20-1, Type Units Assigned to the Transportation Command.

20-3. Relationships

a. With Higher Headquarters. Normal staff relationships within areas of assigned interest.

b. Internal. Normal coordination within particular spheres of interest.

c. With Subordinate Units. Formal directives will be through command channels. Normal supervisory staff relationships within areas of assigned interest; informal liaison within spheres of interest may be direct.

d. With Other Mission Commands. Formal coordination through command channels on major policy; informal coordination and close working relationships on operational matters within assigned spheres of interest.

Section II. OPERATIONAL CONCEPTS

20-4. General

a. The Army logistics system, to efficiently accomplish its mission of placing men and materiel where and when needed, must be planned and coordinated from its origin in CONUS to its final destination in the theater. Replacements must be assembled into plan-load lots for a single oversea unit whenever possible. Cargo must be palletized or containerized to facilitate handling and consolidated for movement direct to the ultimate receiver or the most distant break bulk point. Vessels must be stowed so that the integrity of consolidated shipments is maintained and minimum sorting is required in the theater. On arrival in the theater, the TASCOT mission commands are responsible for continuing the uninterrupted movement of replacements and materiel as far forward as possible—to unit of assignment or consumer, if feasible.

b. The Transportation Command is the major Army transportation headquarters in a theater. It is a major mission command of the TAS-

COM. It is functionalized to the extent that it includes all of the elements necessary to move personnel and materiel from points of arrival in the theater to the field army or to intermediate destinations. It performs this service for the Army and, as required, other U.S. forces and in support of the host-nation or allied forces. Whenever possible, the transportation service will feature the throughput of supplies.

c. Because the Transportation Command is the sole user of rail and marine supply and maintenance, depot support units of these types may be attached to the Transportation Command. However, they remain under the command and management of the Supply and Maintenance Command. They are not normally located within a field depot complex. Rather, their locations are determined by environmental considerations and disposition of the operating unit(s) which they serve.

d. The TASCOT commander establishes broad policy and guidelines for operations, approves the Transportation Command's plans

and programs, and allocates units to the Transportation Command for carrying out the Transportation Command mission.

20-5. Transportation Command Headquarters

a. The Transportation Command headquarters is a planning and control organization. Subordinate units of the command carry out operations. In cases where there are two operating groups of the same mode, the command performs the coordinating functions normally carried out by a brigade.

b. When authorized and directed by the TASCOM commander, the commander of the Transportation Command is the TASCOM representative in the following activities:

- (1) Participation in the Joint Military Transportation Board.
- (2) Participation in joint or combined movements centers.
- (3) Participation in base development and support planning.
- (4) Performance of traffic management services such as negotiation of contracts for use of commercial transportation, negotiation with host nations for procurement of transportation facilities or establishment of operating agreements, and establishment of policies and procedures with allied nations for mutual transportation support.

c. The Commander of the Transportation Command may delegate authority for certain operational aspects to his subordinate commanders. For example, the TASCOM MCC may be delegated authority for negotiating contracts for commercial transport of personnel and materiel. The contracts are subject to review by the Transportation Command commander. Similarly, the terminal groups may negotiate contracts for stevedore services.

d. The staff of the Transportation Command performs short, intermediate, and long range planning required to provide an efficient, integrated intersectional transportation service. It develops and publishes transportation policies in consonance with policies of higher headquarters and issues directives and procedures to

assure compliance with established policies by units and personnel under jurisdiction of the Transportation Command. The staff maintains current information on the operational status, location, capabilities, requirements, and other detailed information for all transport or service units assigned to the transportation command.

20-6. Transportation Movements

a. The Transportation Movement Control Agency assigned to the Transportation Command provides the necessary personnel to staff the TASCOM Movement Control Center (MCC), the TASCOM Highway Traffic Headquarters, Transportation Movements Offices (TMOs), and Highway Regulating Points (HRPs).

b. The Transportation Command ACofS, Movements, is also the Chief of the MCC. However, as the Transportation Command headquarters and the MCC are not collocated, the ACofS, Movements, normally designates a deputy to coordinate the actions of the MCC and to insure that his policies are carried out. However, the presence of the deputy at the MCC does not preclude direct contact between the MCC division chiefs or the regional TMOs (RTMOs) and the ACofS, Movements.

c. The MCC provides the central movements management agency for the TASCOM. It prepares movement and port clearance plans and programs, conducts necessary liaison, supervises the activities of the field TMOs, and assures proper utilization of available movement capability. In carrying out its functions, the MCC utilizes the capability of the Automatic Data Processing Unit (ADPU) assigned to the Transportation Command.

d. The Highway Traffic Headquarters plans for and allocates time and space for use of the controlled highway net in the COMMZ. This activity will also make use of ADPU capabilities in controlling time and space over the main supply routes.

20-7. Movement Control in Terminal Operations

Terminal activities in the Transportation Command involve fixed port operations, logistic

over-the-shore (LOTS) operations; and terminal transfer operations at inland waterway, truck, rail, and air terminals. The success of throughput operations depends, to a large extent, upon the effectiveness of operative management at the terminals.

a. Based on workloads of marine terminals, relative locations of depots for inbound cargoes, and the capabilities of the segments of the transportation systems, the commander of the transportation command recommends the desired port or beach of discharge to the Ships' Destination Meeting. The commander uses the facilities of the ADPU to provide information on which to base his recommendations and may designate the chief of the MCC to represent him at the Ships' Destination Meeting.

b. Upon determination of the port of discharge and based on cargo destinations furnished by the ICC, the MCC determines the mode of transport to be used for the movement of cargo from the port of discharge to its designated depot. This information together with vessel manifest information is relayed to the terminal battalion responsible for area in which the vessel is to be discharged. This plan is included in the TASCOT movements program and extracts are furnished consignees and interested TMOs so that they can plan for receipt of the cargo.

c. The terminal battalion plans the discharge of the vessel and the movement of cargo through the port; it assigns units and teams to accomplish the discharge of the vessel and coordinates through the local TMO to obtain the necessary transport to clear discharged cargo and personnel from the port. The TMO works with the mode operators for the placement of appropriate transport at the times and locations necessary to clear the cargo from the port. This clearance will involve both throughput to units and activities in the army area and the movement to units and field depots in the COMMZ.

d. The procedures outlined above are generally applicable to air arrival from CONUS except that Air Force activities are responsible for the operation of those terminals behind the corps rear boundary which are normally used by Air Force aircraft. The responsibilities include the transshipment of cargo from one car-

rier to another at the terminal to include the loading of Army vehicles. TMOs are located at Air Force terminals which handle Army cargo or personnel.

20-8. Movement Control in Depot Operations

a. The Inventory Control Center (ICC) determines what supplies are required for movement to forward units or activities. Together, the ICC and MCC establish supply distribution patterns so that the resources of both the depots and the transportation system can be best utilized. In determining these distribution patterns, consideration is given, among other items, to the capabilities of the consignor and consignee to ship and receive by the various modes, their total capability, their respective geographical locations, and their locations with respect to the available transportation system. These "most desirable" patterns are then placed in the computers which serve the ICC and MCC.

b. When a supply requirement is received by the ICC, determination is made as to supply availability and which depot or activity can best accomplish the supply action. The material release order (MRO) directing the supply action is then relayed to the shipping activity and to the MCC. Transmission of the MRO from the ICC to the MCC normally is by computer to computer link.

c. The MCC determines which mode can best accomplish the movement, whether the consignor can load and the consignee unload the shipment within the time frame of the supply and transportation action, and advises the TMOs at origin and destination of the transportation requirement.

d. Origin and destination TMOs coordinate with the shipper and receiver, respectively, and with mode operators to assure that equipment is placed at the desired location, promptly loaded or unloaded, as appropriate, and released.

20-9. Water Terminals

The primary mission of water terminals in a theater, whether they be ports or beaches, is to receive and unload inbound vessels and to

load and arrange for the movement of personnel and cargo discharged from such vessels forward to their designated destination. A secondary mission of the terminals is to receive and outload personnel and retrograde cargo.

a. The Transportation Terminal Group is normally the senior terminal activity in a theater. When three or more groups are required, a terminal brigade may be assigned to the theater for command and coordination of the groups. The terminal group is a planning and control organization and does not enter into day-to-day pier or beach operations.

b. The terminal battalion provides command, control, planning, and supervision of attached units. These units may consist of terminal service, lighterage, or amphibian companies and the necessary service teams for operating tugboats, floating cranes, and patrol and other craft required in port operations. Based upon the vessel manifests and port clearance programs received, the terminal battalion plans the discharge of individual ships. Such planning includes the specific location within the terminal to be used, the method of discharge (floating cranes or shoreside cranes, if required; on-shore and off-shore discharge if feasible; and order of hatches and cargo within hatches to be worked), and the designation of specific units to work the vessel.

c. Terminal services, amphibian, and lighterage units perform the unloading of cargo, transporting it to a pier or beach if required, loading it onto the inland carrier, and preparing necessary documentation. Terminal service units work closely with the local TMO to assure that variations from the vessel discharge plan are coordinated with the mode operators to prevent unnecessary delay to either cargo, personnel, or transport equipment.

d. Terminal operations are described in FM 55-55 (Test); boat operations in FM 55-58, and amphibious operations in FM 55-50 (Test).

20-10. Motor Transport Operations

a. The intersectional motor transport service is organized to serve the theater as a whole, providing necessary flexibility, diversification, concentration, and allocation of transport to rapidly reflect changes in the strategic and tactical situation.

The Transportation Command contributes to economy of operation through centralization of control. The Transportation Command retains operational control of its operating motor transport units to their most forward point of delivery. Operations of the motor transport service include terminal and beach operations and depot-to-depot or depot-to-unit operations.

b. Transportation intersectional motor transport operations are normally line haul movements operated for extended distances over controlled main supply routes. Planning for the placement of units to accomplish the intersectional motor transport service is a responsibility of the Transportation Command and its subordinate elements, the Motor Transport Group and the MCC. The MCC develops a movement program which outlines the tonnage class, area of origin, and area of destination of cargoes to be transported by highway. The motor transport groups plan the requirements and disposition of their motor transport battalions to accomplish the movements plan.

c. The motor transport battalions plan the location, responsibilities, and employment of their individual truck companies. They assign companies to operate trailer transfer points, main supply route (MSR) movements, local movements, and feeder movements into and out of the MSR operations.

d. Companies plan the allocation of personnel and equipment to each task assigned their unit. These tasks may include the relay of equipment along the MSR, local delivery, port clearance, or operation of feeder routes. It should be noted that only one requirement for each shipment is placed on the motor transport service. That requirement comes from the TMO at origin and applies until final delivery at destination whether it be 5 miles or 500 miles. Diversion and reconsignment requirements for cargo en route may be relayed to the motor transport service by any TMO authorized by the MCC to initiate such action.

e. A comprehensive discussion of motor transport operations in a theater of operations is contained in FM 55-35 (Test).

20-11. Rail Transport Operations

a. The operation of military railways in a

theater of operations is a responsibility of the Transportation Command and its subordinate railway units. The senior railway unit, the Transportation Railway Group, is responsible for planning the organization and employment of its subordinate railway battalions and their subordinate units. It is probably that in a land mass theater, the basic responsibility for railway operations will be with the host nation and that military units will be utilized to supplement the host-nation capabilities.

- (1) A ton-mile capability is normally allocated by the host-nation(s) to the theater commander (combined) to be used for the support of all forces. This capability includes that provided by U.S. and other military forces for joint or combined usage. In turn, the theater commander suballocates portions of the rail capability to the U.S. forces and to other allied military forces.
- (2) The U.S. (joint) commander uses the Joint Military Transportation Board (JMTB) to receive statements of requirements and capabilities for all modes of transport from the U.S. Army, Navy, and Air Force. The JMTB then allots a ton-mile capability, by mode, to each of the requestors; however, the programming and management of the total rail allotment is made a responsibility of the TASCOM commander and is administered by him through the Transportation Command.
- (3) From the allotment of rail transport made to the Army, the TASCOM commander may suballot a portion to the area support command and to the field army for use within their respective areas; however, the bulk of the allotment will be retained by the TASCOM as an intersectional service to be committed by the MCC for the benefit of all users of the transportation system.
- (4) The TASCOM MCC receives requirements for movements from all users of the transportation service. It will balance these movements against capabilities, determine the most appropri-

ate mode of transport, and prepare movement plans and directives to accomplish the movements. It is at this planning level that the MCC must coordinate with other U.S. forces to determine that the movement program meets their requirements and is in accordance with the priorities established by the theater commander and the allocation of transport capability made by the JMTB. "Trade-offs" between modes are made during this planning and coordination process for as a general rule the primary concern is that cargo is delivered where and when required and the mode employed is secondary.

b. The Transportation Command is responsible for long range planning for the employment of the railway transport service. In a combined theater of operations, this planning will be coordinated with the host-nation so that types of units which can be of most value are employed at the most advantageous locations. The general policies and plans developed by the Transportation Command are furnished to the railway group for their operational planning.

c. The railway group plans the composition of its subordinate battalions, assigns subordinate units, and delineates the tasks for which each battalion is responsible. It stipulates which battalion will be responsible for jointly used facilities and determines the geographical operating limits for each battalion. In combined operations, the group is primarily responsible for coordination with host nations on such items as operating rules and procedures, combined staffing and use of repair and maintenance facilities, and record and reporting procedures.

d. The railway battalion plans and coordinates the activities of the various mission companies under its jurisdiction. It determines operating limits for train operating companies, responsibility for jointly used facilities, priorities for maintenance and repair of equipment by units of and among the companies of the battalion. When engaged in combined operations, it coordinates with the appropriate host-nation agency on maintenance and operating tasks to be performed.

d. The mission companies of the railway service are the Railway Train Operating Company, Railway Engineer Company, and Railway Equipment Repair Company. Additionally, the battalion may have a Military Police Guard Company, a Railway Supply and Car Repair Company, and a Diesel-Electric Locomotive Repair Company attached.

f. A comprehensive discussion of the employment and operation of the military railway service in a theater of operations is contained in FM 55-21 (Test).

20-12. Air Transport Operations

a. Army air transport for the TASCOT is furnished by the Aviation Battalion of the Transportation Command. The primary functions of the battalion are—

- (1) To provide air transport for command headquarters and for units in the TASCOT area for command control, aerial radiological survey, convoy control, and courier service. In this last named function, they provide a manual backup for the communications system for the automatic data processing activities of the command.
- (2) To provide the TASCOT commander with an immediately responsive, highly mobile airlift capability for the

movement of security units and combat forces engaged in rear area security operations.

- (3) To move replacements, essential high priority mail and repair parts.
- (4) To augment the aeromedical evacuation service.
- (5) To provide feeder service to Air Force terminals providing intratheater airlift.

b. When intratheater Air Force lift is not available or when field army requirements for airlift exceed its organic capability, the TASCOT airlift may provide lift into and within the field army area.

c. The Aviation Battalion, a subordinate unit of the Transportation Command, is responsible for the planning, control, and supervision of attached aviation elements. Based on the TASCOT movements program, the battalion locates its subordinate elements so that they can best accomplish the programmed requirements.

d. The mission and capabilities of the aviation units normally employed in the TASCOT are the same as those used in the FASCOT Transportation Brigade (vol II, ch 15, sec III). Their operation and employment in a theater are fully described in FM 55-40 (Test).

Section III. ORGANIZATIONS AND CAPABILITIES

20-13. Headquarters and Headquarters Company, Transportation Command, TOE 55-2 (fig. 20-2)

The company is a planning and control organization for its subordinate units which provide the three functions within the transportation support mission: management services, terminal services, and mode operations. The Transportation Command is a major mission command of the TASCOT and is responsible for providing an economical, integrated transportation service from the point of theater entry to the field army area.

20-14. The Transportation Movement Control Agency, TOE 55-4 (figs. 20-2 and 20-3)

The agency is assigned to the Transporta-

tion Command but can operate directly under the TASCOT or the theater headquarters. The Movement Control Agency is a major planning and coordinating activity that is constructed on the building block principle to facilitate its modification to meet requirements imposed by the terrain, transportation system, supported troop strength, and intensity of combat. The agency provides the teams to man the TASCOT Movement Control Center (MCC), the Highway Traffic Headquarters and their respective field Transportation Movements Offices (TMOs) and Highway Regulating Points (HRPs). The MCC serves the Transportation Command in the same way that the Inventory Control Center (ICC) serves the Supply and Maintenance Command. The MCC works

closely with the ICC and PAC as the management of movements requires a knowledge of the requirements for transport, the abilities of consignors to ship, and consignees to receive the shipments. The MCC is responsible for port clearance and throughput programs. It accomplishes its coordinating functions with units and activities in the COMMZ and with the field army through Transportation Movements Officers (TMOs) and representation in combined movements centers at field army and support brigades. The TMOs are located at critical points in the transportation system to serve users and operators of the system. The Highway Traffic Headquarters determines requirements and develops highway regulating plans and implements and commander's priorities for use of available road nets to support operations. The headquarters receives requests for road time and space, coordinates march tables, and issues movement credits as necessary. The Military Police Corps is normally responsible for performing highway regulating activities in the field in conjunction with their traffic control function. Therefore, HRPs will normally be established only at locations where no requirement for military police traffic control exists.

20-15. The Automatic Data Processing Unit, TOE 29-540 (fig. 20-5)

The unit assigned to the transportation Command employs its capability primarily in support of the movements management activities of the MCC. Large portions will be used by the rail and motor transport modes in conjunction with their operations. Part of the ADPU's capability will be used for highway regulation activities. The basic computer program will be prepared in CONUS and provided to the ADPU. However, programmers are assigned to the unit to make those changes essential to the theater's operation.

20-16. Marine Terminal Services

During the TASTA-70 time frame it is expected that 95 percent of the resupply tonnages from CONUS will enter the theater through water ports or over beaches. Marine terminal services for the theater are provided by units of the Transportation Command. The senior

marine terminal units in the command are the terminal groups. However, if the theater requires three or more terminal groups, a terminal brigade is provided for command, control and coordination of the terminal groups.

a. Headquarters and Headquarters Company, Transportation Terminal Brigade, MTEL 55-111 (fig. 20-6) commands and supervises three or more terminal groups. It will be employed in large theaters as the senior terminal organization of the Transportation Command. It will not function as a major port operator. It will normally be located inland and be responsible for high level planning, supervision, and inspection of subordinate units.

b. Headquarters and Headquarters Company, Transportation Terminal Group, MTEL 55-112 (fig. 20-7) commands, controls and supervises from three to six terminal battalions. It will not become involved in the day-to-day pier or shore operations. It may be the senior terminal headquarters in a theater.

c. Transportation Terminal Service Company, TOE 55-117 (fig. 20-8) loads, unloads, and transships cargo at fixed ports and logistical-over-the-shore (LOTS) type terminals (beach operations). The design of the company and its organic equipment have been developed for discharging five cargo hatches simultaneously. Operating under ideal conditions at established terminals or over beaches, this unit has the following capabilities:

- (1) Discharge 1,200 tons of general cargo or 1,800 tons of vehicles, or 1,350 tons of mixed cargo daily, or
- (2) Load 600 tons of general cargo, or 900 tons of vehicles, or 675 tons of mixed cargo.
- (3) Loads the cargo on a mode of transportation at the pier, or at the water line in a beach operation.
- (4) Account for and prepare transportation documents for all cargo handled by the unit.
- (5) The productivity of this company is affected by the availability and type of ships, lighterage, transportation, enemy action and weather and sea

conditions. For worldwide planning purposes 720 tons of mixed cargo daily should be used for discharge capability, and 500 tons for the loading capability.

d. Requirements imposed on a force by mission, geography, political conditions, climatic conditions, and intensity of combat may dictate the use of types and numbers of lighterage units other than those contained in troop lists or described above. The mission of each of the following units is to provide for the movement of cargo and personnel from ships lying offshore and to provide lighterage within ports and harbor areas as required. Additionally, the heavy and medium boat companies may, in some areas, be employed in interport or inland waterway operations, when such services are not otherwise provided.

(1) The Transportation Medium Boat Company, TOE 55-128 (fig. 20-9), is equipped with 16 task landing craft mechanized (LCM). In normal operations the company is capable of transporting 720 short tons of cargo per day. Like the Heavy Boat Company described below, this unit is particularly well suited for the lighterage of wheeled or tracked vehicles.

(2) The Transportation Heavy Boat Company, TOE 55-129 (fig. 20-10), is equipped with 12 landing craft utility (LCU). In normal lighterage operations the company is capable of transporting 1,440 short tons of cargo per day. The size, range, and crew facilities of the LCU lend themselves to employment of the vessel in inland waterway or shallow (coastal) interport operations.

(3) The Transportation Light Amphibian Company, TOE 55-138 (fig. 20-11), is equipped with 34 task lighters, (amphibious, resupply, cargo (LARC 5)). Under normal operations this unit is capable of lightering over a beach, 1,080 short tons of cargo per day. This unit, like the Medium Amphibian Company described below, is capable of moving cargo from vessels to storage,

segregation, or transfer points behind the landing beach.

(4) The Transportation Medium Amphibian Company, TOE 55-139 (fig. 20-12), has 24 task LARC 15 amphibians. This company is capable in normal operations of lightering 1,080 short tons of cargo per day.

(5) The Heavy Amphibian Platoon, TOE 55-500, Team FK, is equipped with LARC 60 amphibians capable of transporting 480 short tons of cargo per day in normal operations.

e. The Transportation Lighterage Direct Support Company, TOE 55-158 (fig. 20-13) furnishes direct support for boat and amphibian companies. This unit is designed to also receive, store, and issue all marine-peculiar items of supply required for organizational and direct support maintenance of amphibians and landing craft. The company has the capability of providing about 25,000 man-hours per month for repair of craft and components thereof; and 1,000 man-hours per month for inspection, test, adjustment, and minor repair and replacement of radio and radar equipment. It receives, stores, and issues approximately 6,000 line items of marine peculiar repair parts and items of supply for amphibians and landing craft repaired by the company. This unit also receives, stores, and issues organizational repair parts required by supported units.

f. Teams from TOE 55-500 to operate tugboats, floating cranes, and other harbor craft will be required where operations are conducted in fixed ports. Usually, there will be a need for teams to provide personnel for contract supervision, cargo documentation, and diving operations. Personnel will number approximately 200 and will be attached to the terminal battalion as required.

g. Transportation Terminal Battalion, TOE 55-116 (fig. 20-14) will assume a much more important role under the TASTA concept than it had in World War II. Current and future operational concepts feature the dispersion of cargo discharge operations. The large terminal commands which operated major ports in the past will no longer be located adjacent to the piers.

The "water division" and the "port clearance division" of major ports are no longer handy to provide terminal operations. Many of these functions are assumed by the terminal battalion. Its mission is to provide command, administration, and supervision over attached terminal service, lighterage and, as required, motor transport units engaged in port clearance operations. In a small theater it may be the senior terminal operating organization. In larger theaters, it must be capable of independent operations. The senior headquarters, terminal groups and brigades, will perform command and supervisory roles with the battalion serving as the highest echelon involved in day-to-day operations. The battalion will control from three to ten company sized units.

20-17. Railway Transport Service

The Railway Transport Service for the theater army is performed by transportation railway units assigned to the Transportation Command. The railway units are no longer organic battalions but are organized on the building block principle which permits the assignment to a theater of only those units which are needed. As an example, in a land mass theater it is possible that only railway engineer companies or railway equipment companies will be required and that host nations will provide the necessary train operating crews.

a. Headquarters and Headquarters Company, Transportation Railway Brigade, TOE 55-201 (fig. 20-15) commands and supervises Transportation Railway Groups in a large land mass theater. It is responsible for the rail interzonal service which operates throughout the COMMZ, into and within the field army area. It will normally be employed as a major subordinate command of the Transportation Command when three railway groups are employed in the theater.

b. Headquarters and Headquarters Company, Transportation Railway Group, TOE 55-202 (fig. 20-16) commands two to eight Transportation Railway Battalions. Diesel-Electric Locomotive Repair Companies and/or Railway Car Repair and Supply Companies may also be attached to the group. The group is responsible for coordinating the functions of its attached

battalions over approximately 600 operational miles of rail lines of communication.

c. Headquarters and Headquarters Company, Transportation Railway Battalion, TOE 55-226 (fig. 20-17) will command attached railway companies. In addition to the normal administrative functions, this company is responsible for the supervision of train movements, issuance of train orders, maintenance of records, preparation of reports, the assignment of motive power and distribution of rolling stock. The battalion normally operates about 90 to 150 miles of railway right-of-way.

d. Railway Engineering Company, TOE 55-227 (fig. 20-18) maintains and repairs the railway track, roadbed, bridges, building and railway signals and communications.

e. Railway Equipment Maintenance Company, TOE 55-228 (fig. 20-19) services and makes running repairs to diesel-electric locomotives and railway cars.

f. Railway Train Operating Company, TOE 55-229 (fig. 20-20) provides the crews required to operate trains on the road and in rail yards. Road crews in this unit no longer have head brakemen. This saving of one man in five for the 30 road crews will be accomplished without any reduction in operating capability or safety.

g. Military Police Guard Company—one company (assigned to the Military Police Guard Battalion) is normally attached to the railway battalion to provide security for operating train crews and cargo while trains are en route.

h. The General Headquarters, Railway Service (TOE 55-200) may be used in large land mass theaters to coordinate the activities of two or more railway brigades. It may also be activated in CONUS to act in an advisory capacity when rail operations are conducted in two or more theaters. When so employed, the GHQ, MRS, has no command function over railway units employed in theaters of operations. Those units remain under the command control of the senior transportation command unit in the theater.

20-18. Motor Transport Service

This mode will complement the transportation railway service. In a large land mass theater it

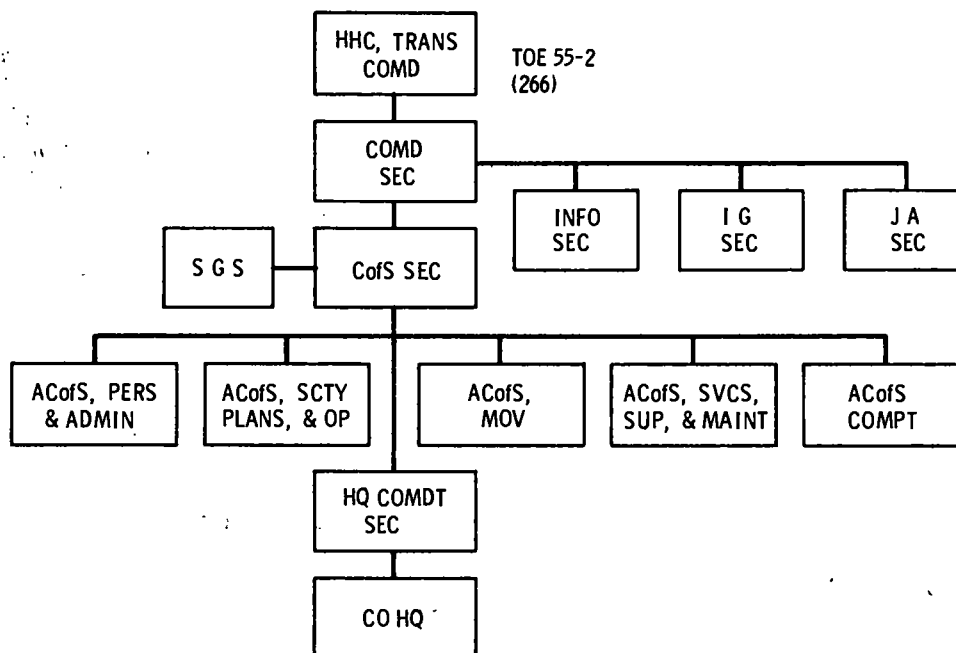


Figure 20-2. HHC, transportation command.

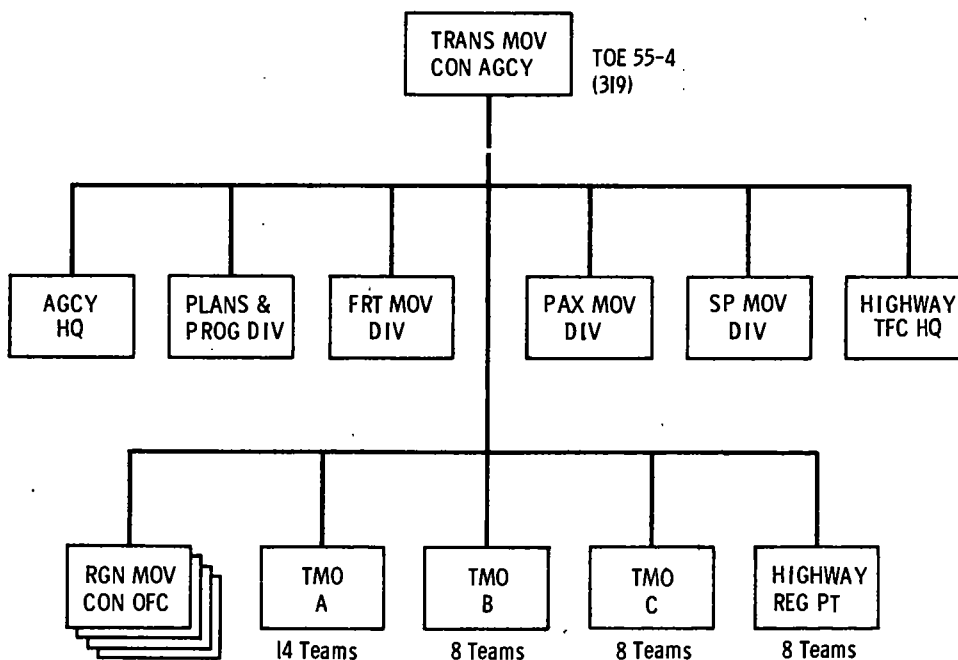


Figure 20-3. Transportation movement control agency (8-division force).

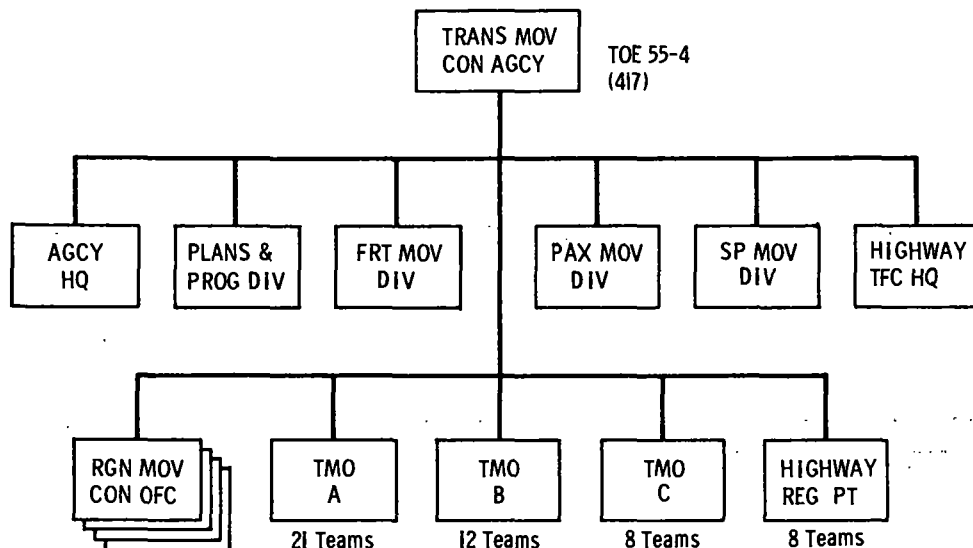


Figure 20-4. Transportation movement control group (12-division force).

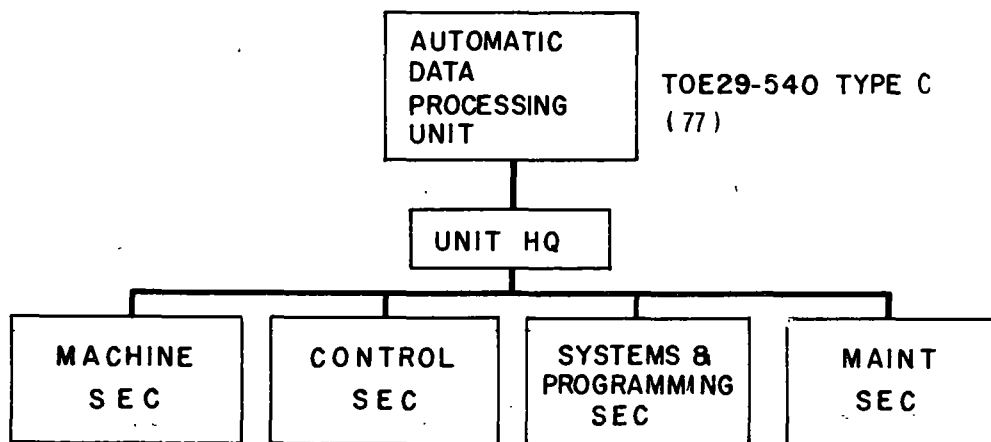


Figure 20-5. Automatic data processing unit, transportation command.

is anticipated that 35 percent of the total tonnage will be carried by the motor transport service. Motor transport does not offer the economy provided by rail transport for the movement of large tonnages over long distances but it does provide a more flexible transport service than rail. In many situations it will deliver cargo to the ultimate consumer since it is not dependent upon fixed facilities as is the railway service. The operations units of the motor transport service were described in chapters 11 and 15. They are organized on the building block principle and deployed from the shorelines

to the army area to best utilize their capabilities. In the Transportation Command the Motor Transport Battalions are commanded by a Transportation Motor Transport Group. The motor Transport Group, TOE 55-12 (fig. 20-21) will normally be employed when three or more Motor Transport Battalions are utilized, and will be modified, as required, by detachments of terminal transfer points organized under the provisions of the TOE 500-series. It is in a position to accomplish a higher level of staff planning than that accomplished by separate battalions. It will furnish current

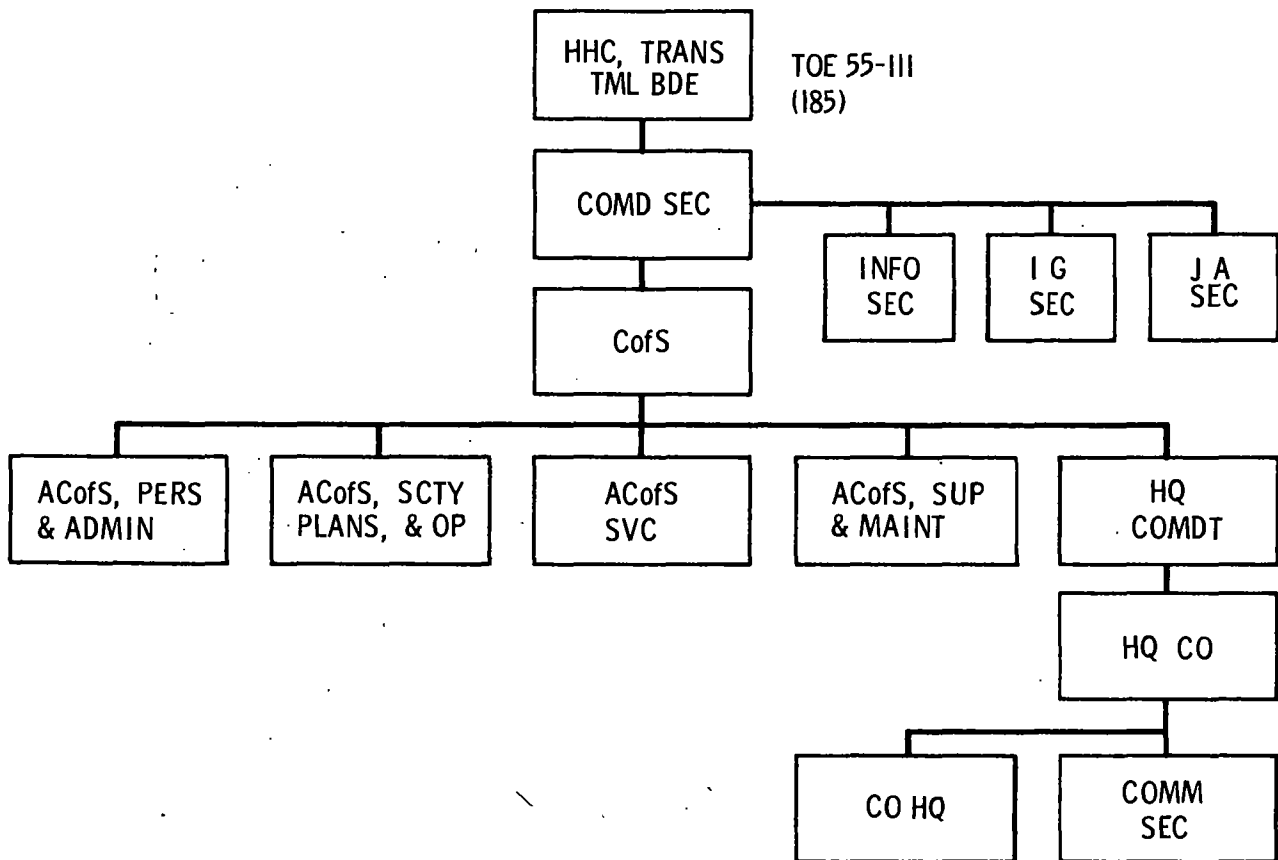


Figure 20-6. HHC, transportation terminal brigade.

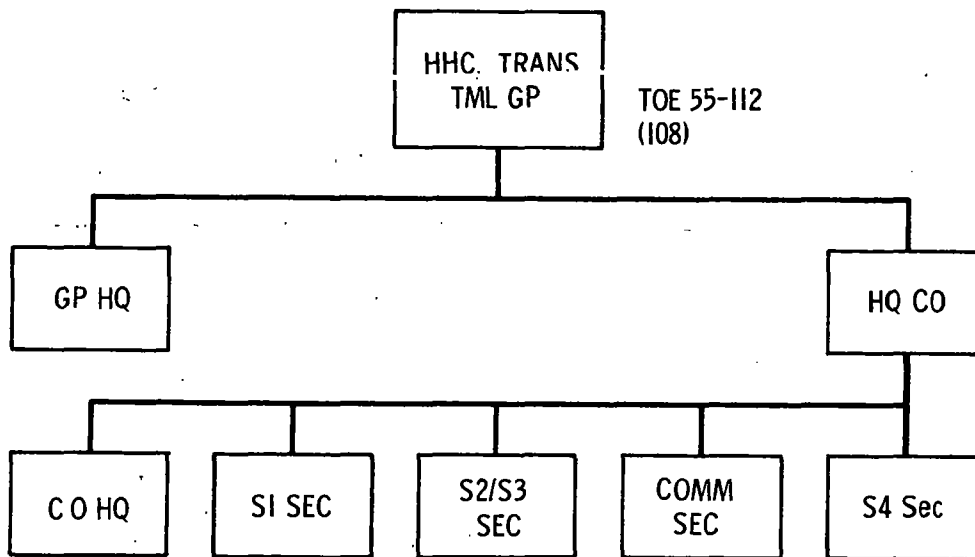


Figure 20-7. HHC, transportation terminal group.

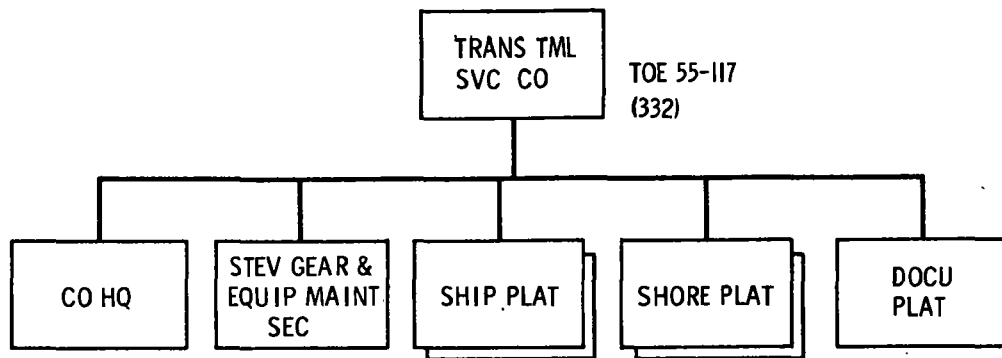


Figure 20-8. Transportation terminal service company.

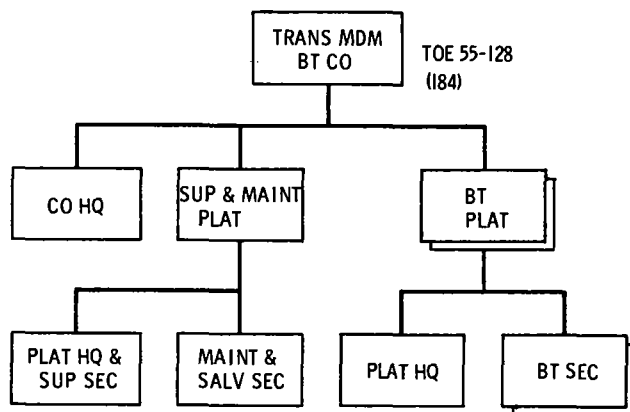


Figure 20-9. Transportation medium boat company.

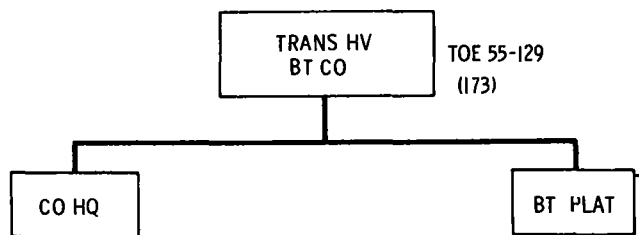


Figure 20-10. Transportation heavy boat company.

capabilities of the battalions for submission to the movements control organization. When the group is informed of imbalances in requirements and capabilities as they are discovered by the MCC it can make adjustments in battalion capabilities by relocating units of one battalion to another for the duration of specific missions.

20-19. Air Transport Service

The army air transport service in the Transportation Command is provided by Aviation Medium and Heavy Helicopter Companies, and

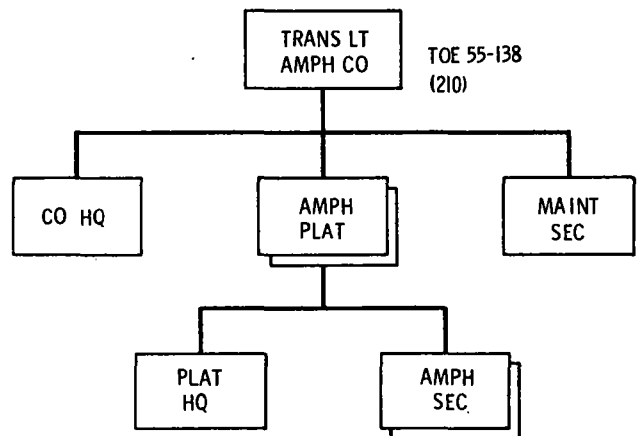


Figure 20-11. Transportation light amphibian company.

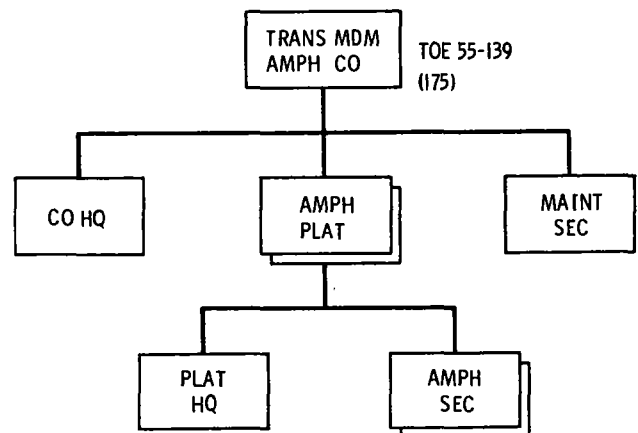


Figure 20-12. Transportation medium amphibian company.

the Aviation Service Support Companies. The capabilities and organization of the helicopter companies were described in chapter 15. The Aviation Service Support Company is provided with Command type fixed wing aircraft and

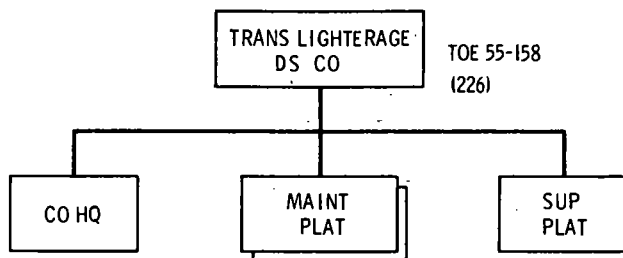


Figure 20-13. Lighterage direct support company.

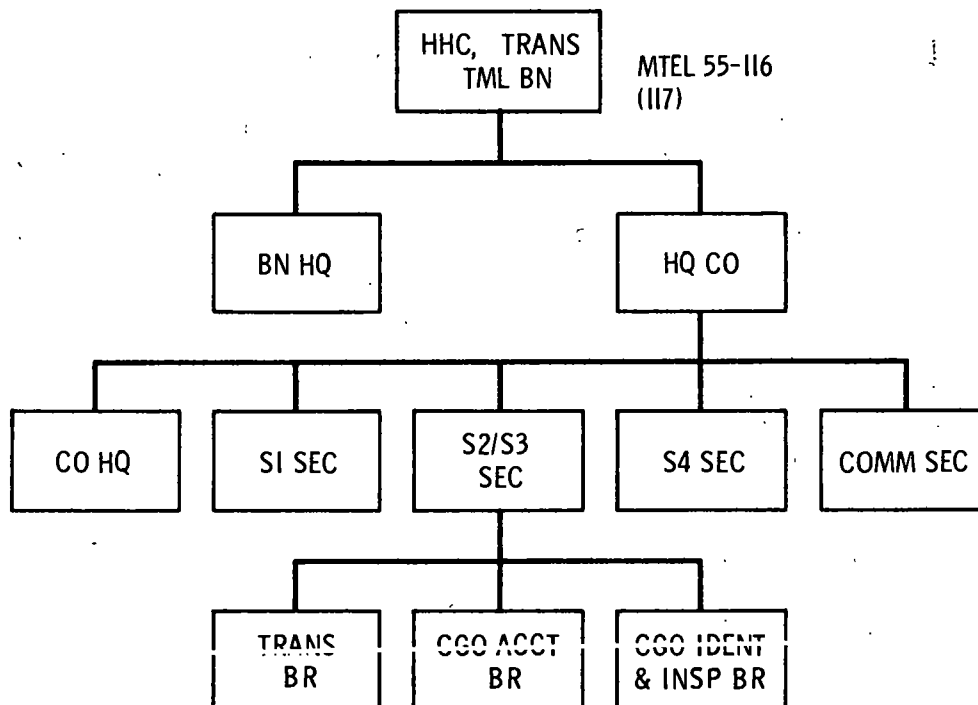


Figure 20-14. HHC, transportation terminal battalion.

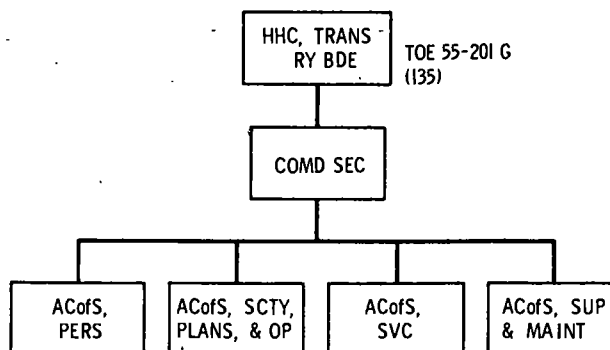


Figure 20-15. HHC, transportation railway brigade.

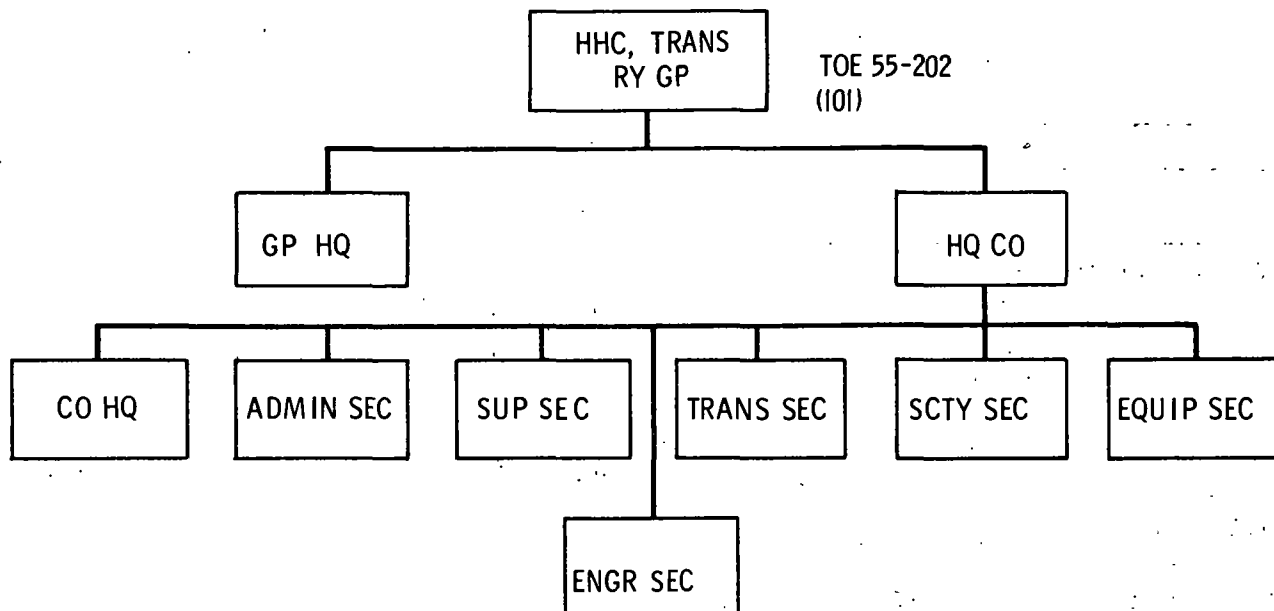


Figure 20-16. HHC, transportation railway group.

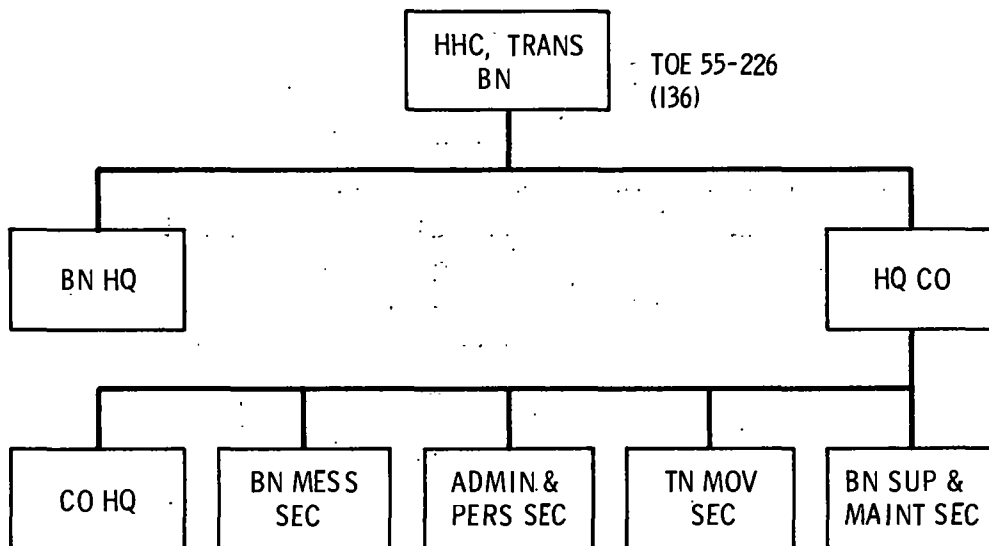


Figure 20-17. HHC, transportation railway battalion.

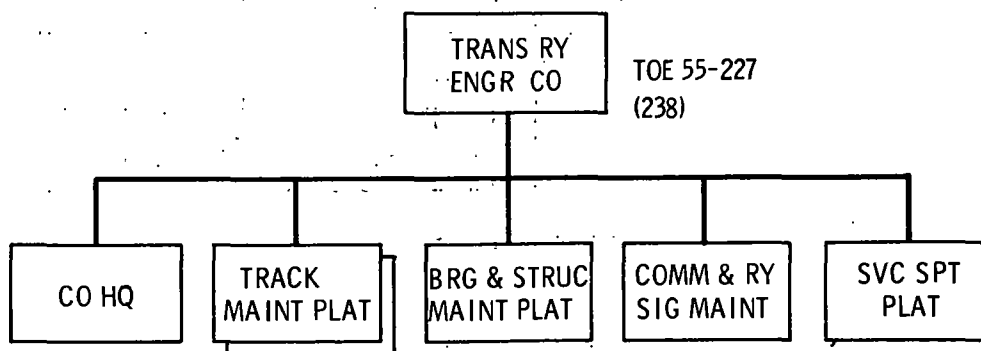


Figure 20-18. Transportation railway engineer company.

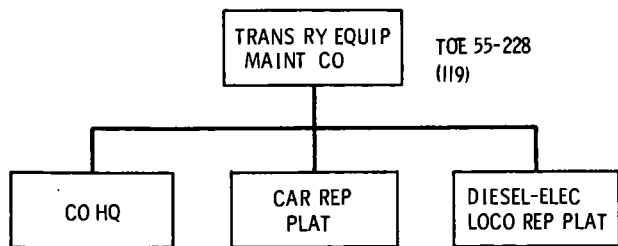


Figure 20-19. Transportation railway equipment maintenance company.

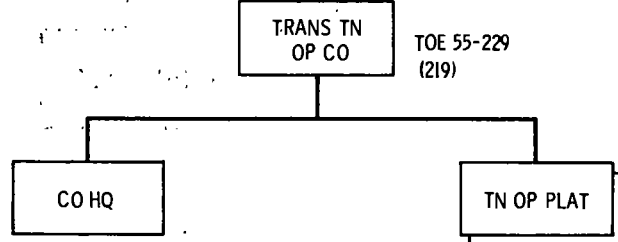


Figure 20-20. Transportation train operating company.

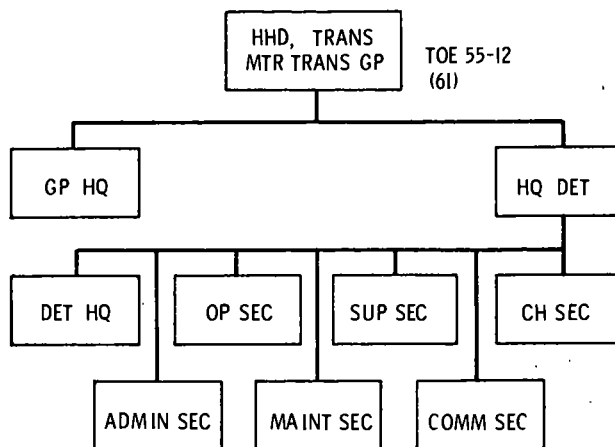


Figure 20-21. HHD, transportation motor transport group.

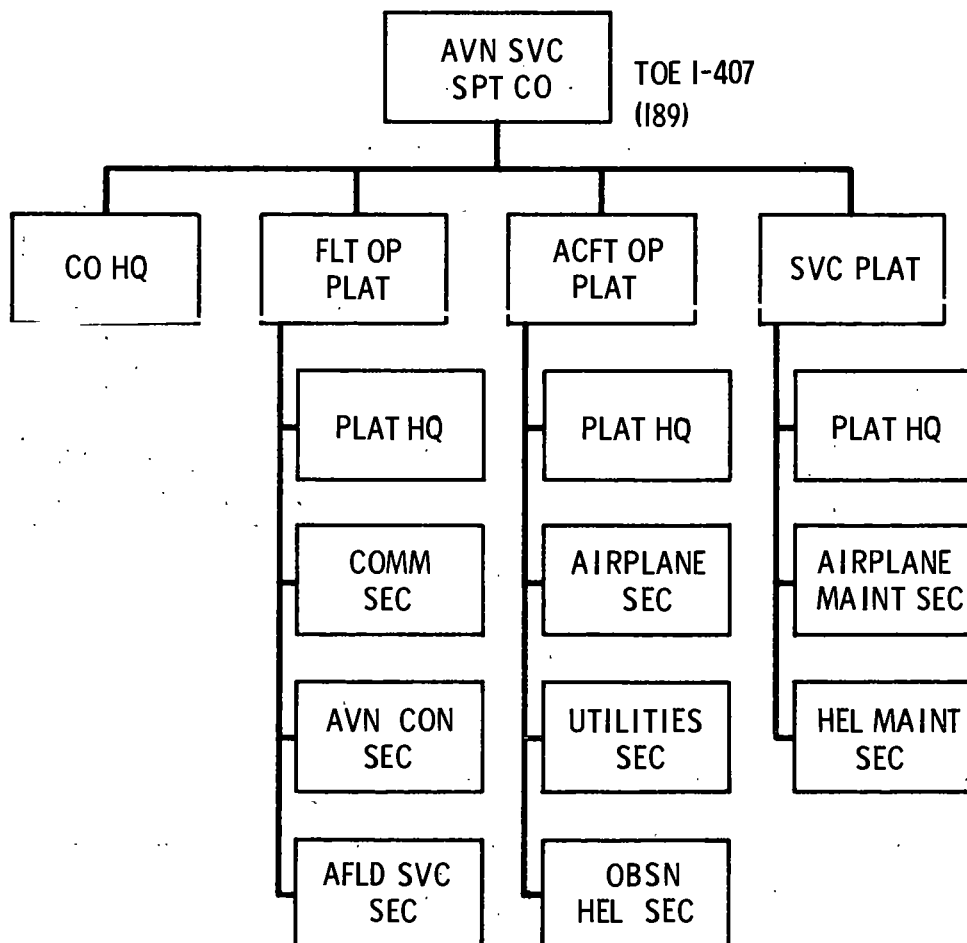


Figure 20-22. Aviation service support company.

with light observation and utility helicopters. This unit provides airlift for command control, aerial radiological survey, convoy control, courier service, and observation and reconnaissance in support of rear area protection operations. It is employed on an area basis and supports command headquarters and subordinate units located in its area of employment (fig. 20-22).

20-20. Other Transportation Support Units

Requirements imposed on a force by mission, geography, climatic conditions, and intensity of combat may dictate the use of types and numbers of units other than those contained in pre-

planned troop lists or described above. One such unit is the Transportation Motor Transport Brigade. The headquarters and headquarters company, Motor Transport Brigade, TOE 55-11, is provided in a theater when three or more motor transport groups are employed in the TASCOT. The motor transport brigade (strength 118) provides command, supervision, coordination, and control of the activities of up to 6 motor transport groups. When directed, it may assume informal accountability for the equipment of motor transport units employed in long haul operations involving the exchange of equipment among units.

CHAPTER 21

SUPPLY AND MAINTENANCE COMMAND

Section I. GENERAL

21-1. Mission and Functions

a. It is the mission of the Supply and Maintenance Command to provide general support supply and maintenance services to U.S. Army forces and any other element of the theater as may be directed.

b. The Supply and Maintenance Command performs six major functions.

- (1) Performs theater inventory and stock control for supplies.
- (2) Receives, stores, and issues theater stocks of supplies.
- (3) Repairs needed unserviceable items for return to theater stockage.
- (4) Performs materiel utilization screening, local procurement of supplies and services, and disposal of surplus property.
- (5) Performs theater maintenance management functions for the TASCOM.
- (6) Performs other specified services, as required, in support of depot operations.

21-2. Organization

The Supply and Maintenance Command consists of a headquarters and special troops, headquarters support activities, and subordinate commands (fig. 21-1) as follows:

a. *Headquarters and Special Troops, Supply and Maintenance Command.*

b. *Headquarters Support Activities—*

- (1) The Inventory Control Center (ICC).
- (2) The Maintenance Management Center (MMC).

- (3) Automatic Data Processing Center (ADPC).

c. *Major Subordinate Commands—*

- (1) Ammunition group.
- (2) Petroleum group.
- (3) Field depots.

21-3. Command Relationships

The Supply and Maintenance Command is a major subordinate command of the Theater Army Support Command (TASCOM). It is coequal with and parallel to the other mission commands of TASCOM.

a. *Higher Commands.* The Supply and Maintenance Command is under the command of Headquarters, TASCOM, from which it receives policy direction, broad guidance on supply and maintenance planning, and general supervision. Through the Headquarters, TASCOM, from the Theater Army, the Supply and Maintenance Command receives policy guidance and allocations from the theater joint petroleum, procurement, and disposal activities.

b. *Parallel Commands.* The Supply and Maintenance Command coordinates planning and operational activities in the fields of supply, supply services, and maintenance with the Area Support, Engineer, Medical, Personnel, and Transportation Commands. As these commands are dependent upon the Supply and Maintenance Command for supply and maintenance support, so, too, is the Supply and Maintenance Command dependent upon each of them for its mission support. Therefore, active liaison and the closest coordination is maintained with each of these parallel commands.

Theater Air Force and Navy and, when authorized by theater headquarters, with allied forces on matters relating to personal property utilization screening and disposal. Through its procurement centers, located in various foreign countries, it cooperates closely with the U.S. Department of State missions and agencies, and then conducts direct negotiations with the governmental agencies or private individuals in the host countries on offshore procurement and property disposal.

Theater Air Force and Navy and, when authorized by theater headquarters, with allied forces on matters relating to personal property utilization screening and disposal. Through its procurement centers, located in various foreign countries, it cooperates closely with the U.S. Department of State missions and agencies, and then conducts direct negotiations with the governmental agencies or private individuals in the host countries on offshore procurement and property disposal.

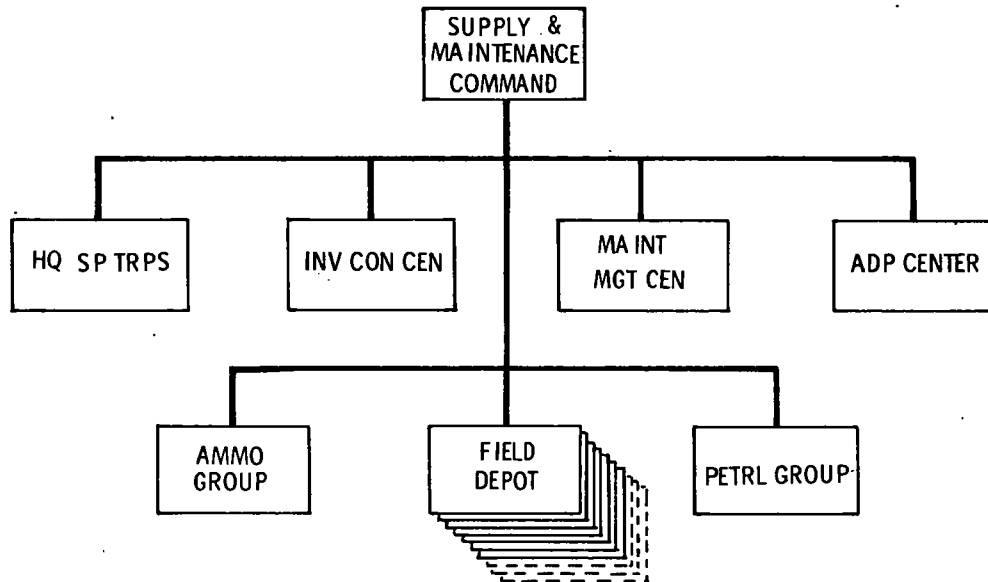


Figure 21-1. Supply and Maintenance command.

Section II. OPERATIONAL CONCEPTS

21-4. Command and Control

and administration; security, plans and operations; services; supply; maintenance; and the comptroller.

- (1) *Chief of Staff.* The chief of staff is the coordinator of the general staff. He formulates and coordinates policies for the operations of the various staff elements and insures that orders and instructions are executed in accordance with the desires of the commander. He exercises control over the automatic data processing center for allocation of machine time and priorities for its use.
- (2) *Assistant Chief of Staff for Personnel and Administration.* The Assistant

Chief of Staff for Personnel and Administration is responsible for the formulation of personnel and administrative plans, programs, and policies to include the following:

- (a) Within the framework of broad policies announced by the Personnel Command, develops plans and programs for appointments, promotions, demotions, classification, assignments, transfers, decorations, awards, separations, and rotation of personnel.
- (b) Formulates administrative policies pertaining to forms management, records disposition, reproduction control, and publications control.
- (c) Obtains summarized personnel and strength information from the Personnel Command for use in preparing manpower support plans.
- (d) Coordinates command's indigenous labor requirements with the Area Support Command and PW labor requirements with the Personnel Command.
- (e) Formulates the command's policies with respect to employment and administration of civilian personnel, PW, and military prisoners.
- (f) Advises the commander on command strength and state of morale.
- (g) Coordinates the activities of the staff chaplain. The staff chaplain—
 - 1. Advises the commander and staff on all matters pertaining to religion, morals and morale as affected by religion. Provides staff planning, coordination, and technical supervision for chaplain activities performed by chaplains assigned to subordinate elements of the command.
 - 2. Plans and coordinates area religious coverage plans of the command with the overall interlocking denominational and area religious coverage plan of the TASCOC. Coordinates with the ASCOC chaplain to insure professional assistance when required, and inclusion in the chaplain

portion of the ASCOC RASADC contingency plans.

- 3. Monitors the processing of chaplain ecclesiastical supplies and advises the command on technical aspects involving procurement, handling and distribution. Maintains liaison with the staff chaplain at TASCOC in relation to this function.
 - (h) Advises the commander on the state of the health of the command.
 - (i) Monitors the adequacy of medical service support and advises the commander accordingly. Coordinates this function with the medical command commander.
- (3) *Assistant Chief of Staff for Security, Plans, and Operations.* The Assistant Chief of Staff for Security, Plans, and Operations is responsible for—
- (a) Compiling and maintaining the command troop list, including continual review and revision as necessary to insure that the number and type units assigned are those which can best support the command's mission.
 - (b) Requesting assignment or attachment of administrative support units and, in coordination with the appropriate staff officers, allocating these units to the requirements of the command.
 - (c) Directing the collection, production and dissemination of intelligence.
 - (d) Planning and executing through intelligence and other military and civilian agencies active and passive measures to counter or neutralize hostile espionage, sabotage and subversive activities.
 - (e) Formulating policies with respect to loyalty investigations of military and civilian personnel.
 - (f) Supervising and coordinating prediction of fallout from enemy nuclear weapons.
 - (g) Monitoring and surveying CBR warfare.
 - (h) Planning and supervising training, including intelligence and counter-

- intelligence training, within the command.
- (i) Investigating major security violations within the command.
 - (j) Planning and conducting training inspections and tests.
 - (k) Coordinating area damage control and rear area security plans and activities with the Area Support Command.
 - (l) Coordinating civil affairs activities and requirements with higher headquarters and Civil Affairs Brigade.
- (4) *Assistant Chief of Staff for Services.*
The Assistant Chief of Staff for Services is responsible for—
- (a) Informing the Area Support Command of requirements for real estate and installations support.
 - (b) Informing the Engineer Command of supply and maintenance command's construction requirements.
 - (c) Coordinating transportation requirements of the headquarters and subordinate installations with the Transportation Command.
 - (d) Coordinating communications requirements with the Signal Command.
 - (e) Supervising and coordinating laundry and renovation of clothing and lightweight, launderable textiles for return to depot stocks.
 - (f) Coordinating command requirements for veterinary food inspection services with the Medical Command.
 - (g) Exercising staff supervision of general chemical laboratory activities.
- (5) *Assistant Chief of Staff for Supply.*
The Assistant Chief of Staff for Supply is responsible for—
- (a) Developing policies, plans, and programs for and supervising and coordinating all supply activities.
 - (b) Directing and supervising the theater inventory control center.
 - (c) Establishing supply levels based on directives received from headquarters, TASCOT.
 - (d) Cross-leveling of stocks among field depots and ammunition and petroleum storage facilities.
 - (e) Coordinating supply plans and requirements with the ACofS for maintenance for determining utilization of repairable assets.
 - (f) Performing utilization screening of supplies and equipment and reporting excesses to lateral and higher commands for further screening.
 - (g) Making determinations of which stocks are surplus and coordinating disposal action with Defense Supply Agency.
 - (h) Reviewing and approving supply procedures (normal and emergency requisitioning, issues, storage, accounting, and distribution).
 - (i) Reviewing and approving proposed stockage lists for subordinate commands.
 - (j) Developing policies, plans and criteria for and supervising the operations of scheduled and throughput supply.
 - (k) Insuring that locally procured supplies and services are adequately inspected prior to acceptance.
 - (l) Determining supply requirements.
 - (m) Recommending policies, priorities, and allocations for controlled items.
 - (n) Developing criteria for determining consumption factors and analyzing demand and issue data.
 - (o) Reviewing supply activities on the basis of summary management reports to evaluate the efficiency of supply functions and to insure that supply policies, plans and programs are effectively executed.
 - (p) Informing the ACofS for Services of local transportation requirements.
 - (q) Coordinating plans with Theater Army Headquarters in developing supply requirement forecasts for U.S. forces.
 - (r) Developing and promulgating policies, within general guidance furnished by the theater joint procure-

ment agency, with respect to procurement operations for which the Supply and Maintenance Command has responsibility.

- (s) Coordinating procurement activities with other mission commands of TASCOM.
 - (t) Supervising the command procurement program.
 - (u) Issuing procurement directives, based on requests received from the ACofS for Services and the ACofS for Maintenance, for maintenance and miscellaneous services to field depots and/or area procurement offices.
 - (v) Monitoring management by ICC of project stocks to include construction materials.
 - (w) Exercising staff supervision of supply and maintenance activities concerned with conventional and special ammunition.
- (6) *Assistant Chief of Staff for Maintenance.* The Assistant Chief of Staff for Maintenance serves as the Supply and Maintenance Command's materiel readiness officer, and is responsible for—
- (a) Developing plans, policies, and programs for and supervising and coordinating maintenance activities.
 - (b) Supervising and directing the maintenance management center.
 - (c) Establishing, in coordination with the ACofS for Supply, priorities for repair of equipment for return to stocks.
 - (d) Requesting the ACofS for Supply to initiate procurement-actions for maintenance services when needed.
 - (e) Establishing maintenance standards for inspections.
 - (f) Developing policies and procedures for the recovery, collection, evacuation, and classification of unserviceable materiel.
 - (g) Formulating policies and establishing uniform procedures for the collection, analysis, reporting and

presentation of maintenance management information and for the army equipment records system.

- (h) Reviewing summaries of Equipment Improvement Recommendations and insuring that corrective action is taken when needed.
 - (i) Coordinating transportation requirements for evacuation of materiel with the ACofS for Services.
- (7) *Comptroller.*

- (a) Serves as principal staff advisor to the commander on matters pertaining to management engineering, internal review, reports control, programming and budgeting.
 - (b) Conducts surveys and special project studies related to the field of management and ADPE.
 - (c) Exercises staff supervision over the command's ADP facilities and coordinates ADP requirements with the TASCOM comptroller.
 - (d) Administers the command reports control program.
 - (e) Analyzes funding programs and funds utilization and provides budget guidance and assistance in the preparation of budgetary reports.
 - (f) Audits nonappropriated funds.
 - (g) Processes reports of survey.
 - (h) When augmented by appropriate cellular teams, performs additional peacetime functions relating to work simplification, work measurement, cost reduction, and management statistics.
- (8) *Adjutant General.* The adjutant general is responsible for internal administration of the headquarters. The adjutant general's office—
- (a) Operates the classified document branch to include receipt, routing, action assignment, control, dispatch, reproduction, storage, and destruction of all classified documents.
 - (b) Operates the mail, records, and distribution center within the headquarters.

- (c) Maintains liaison with the Armed Forces Courier Service.
- (d) Coordinates with the servicing APU for receipt and dispatch of official mail.
- (e) Provides messenger service within the headquarters.
- (f) Prepares stencils and produces or reproduces headquarters, circulars, bulletins, and other internal publications media.
- (g) Services as office of record for the headquarters.
- (h) Procures, stores, and distributes publications, blank forms, and office supplies.
- (i) Prepares and distributes station list.
- (j) Exercises operational control over the assigned Army band.

21-5. Theater Supply Management System

a. The Inventory Control Center (ICC) provides integrated inventory management for all theater army stocks in the communications zone. Automatic data processing service for the ICC provided by the Automatic Data Processing Center (ADPC), an organization separate from the ICC, makes logistical information readily available and permits responsive action. Computer facilities of the ICC may be utilized by United States Army Security Agency for USASA managed parts and equipment.

b. To facilitate high speed supply transactions, the ICC is connected electronically to the CONUS NICPs, TASCOT Movements Control Center, TASCOT Maintenance Management Center, COMMZ depots and storage activities, and the FASCOM ICC.

c. Provision is made for performing the Supply and Maintenance Command ADP functions in the case of an emergency by designating the ASCOM ADP facility as an alternate. Periodic summary data and records are provided to this alternate in sufficient detail to enable it to assume the Supply and Maintenance Command ADP supply function if required. This summary data includes information covering issues,

receipts, adjustment of on-hand balances, dues-in, and backorders. This summary information is provided by the Supply and Maintenance Command ICC via computer to computer link up or by tapes consisting of periodic dumps of information from computer disc files, which are sent by courier. Personnel to establish an alternate ICC, if required, will be obtained from the Supply and Maintenance Command ACofS for Supply staff and TASCOT field depots.

(1) Should no alternate ADP facilities be available to re-establish the Supply and Maintenance Command ICC, scheduled periodic printouts from the Supply and Maintenance Command ICC will be used. These listings provided to supply managers and storage sites, permit their use for short periods in a manner similar to the manual stock record system. Under these circumstances, FASCOM requisitions from the FASCOM ICC and from TASCOT DS-GS units go to the field depots as determined by the ACofS, Supply.

(2) In the event of disruption in communications between the Supply and Maintenance Command ICC and FASCOM or the TASCOT DS-GS units, and a determination is made by the ACofS Supply that emergency resupply is required, forward field depots will ship predetermined supplies to forward areas or affected units.

d. In response to single line requisitions or strength reports submitted to the ICC by the FASCOM ICC for field army requirements, and by direct support supply and service units assigned to the Area Support Command for COMMZ requirements, shipping directives are sent to the field depots and other supply installations in the COMMZ area as shown in figure 21-3.

(1) In general, class II and IV supplies are issued based on single line requisitions and transaction document procedures common to MILSTRIP (AR 725-50) and MILSTAMP (AR 55-10). However, all classes of supplies

and commodities may be requisitioned by the single line requisition using MILSTRIP procedures.

- (2) Consumable commodities are issued based on strength reports and reports of equipment densities rather than based on single line requisitions.

e. The ICC places transportation requirements on the Movements Control Center since the ICC has knowledge not only of total supply transportation requirements, but also of the shipping and receiving capability of each supply installation in the COMMZ.

f. Scheduled supply is emphasized for as many mission essential items and other items for which requirements can reasonably be predicted. Scheduled supply is a system by which the supplier calculates the quantities of items required by the user and ships them without requisitions on a schedule which is coordinated with the user. This schedule can be changed or modified at any time by the user by notifying the supplier.

g. Use of the throughput concept is made to the degree feasible. Requests from the field army are normally satisfied from rear depots in the COMMZ with delivery as far forward into the combat zone as is feasible, bypassing the forward depots. In the event of a disruption of lines of communications or a major forward displacement of the combat forces, stocks may be shipped from forward depots to supplement or temporarily replace deliveries from rear depots.

h. On an exception basis, diversion of in-transit shipments can be requested by the ICC in coordination with the Movements Control Center. Reconsignment is made at points where changes in mode of transportation require handling of the shipment. However, these points cannot be allowed to become holding and/or reconsignment points.

i. Commodity groupings are used as the basis for organization and operation of the ICC. These groupings are bulk petroleum, mobility materiel, construction and fortification materiel, aircraft materiel, missiles and munitions, general supplies, general equipment, cryptographic supplies, rail and marine materiel, re-

pair parts, and electronic materiel. This concept is considered essential to the relationship of the ICC with logistical facilities in CONUS and FASCOM.

j. The Inventory Control Agency, which is the TOE unit for the ICC, is not staffed for maintenance of financial inventory accounting and stock fund records. Should financial inventory accounting be directed, the ICA must be augmented in direct relationship to the degree of financial accounting desired.

k. Maintenance of data by the ICC is the minimum required by AR 725-50. Specifically, materiel release confirmation by the depots to the ICC is not required since it is envisioned that financial accountability will not be maintained.

21-6. Procurement System

Offshore procurement is governed by U.S. statutes, host-country agreements, and mutual aid pacts at the national level. It is also controlled by tariffs, excises, import-export duties and controls, trade restrictions, nationalization of resources, business and labor laws, and commercial procedures and customs at the local level. It is essential, therefore, that offshore procurement be controlled at the highest possible level of command within a theater of operations.

a. *Theater Command.* The theater commander is responsible for a continuing estimate of civilian supply requirements, priorities, and allocations within his area of responsibility. Plans and policies are developed at theater or higher level which determine the availability and permissible degree of utilization of local resources. The theater G5 (Civil Affairs) has general staff responsibility for liaison with civil agencies; for locating supplies, equipment, facilities, and services required for military use; determining the effect of their use on the local economy; and reporting their availability based on a determination of civilian needs. The theater commander allocates the available resources among his subordinate commands and furnishes guidance on the approved methods of procurement.

b. *Theater Army.* The theater army com-

mander is responsible for the preparation and promulgation of broad plans, policies, and procedures governing local procurement. He may delegate these responsibilities to a general procurement board or a general purchasing agent, or he may assign this as a general staff function of TASCOM. Subordinate to this theater procurement agency are those of the various TASCOM mission commands.

c. Supply and Maintenance Command. Because of the allocations, policies, and procedures which emanate from higher authorities, procurement procedures are firm at the level on which Supply and Maintenance Command procurement operates. The Supply and Maintenance Command is responsible for the procurement of supplies, equipment, and services as designated. Local labor, facilities, and other resources are controlled by other mission commands and ASCOM.

- (1) *Requirements.* Requirements for supplies and equipment are determined by the theater ICC. Requirements for maintenance services are determined by the MMC. Requirements are normally based on stock status of the items needed in the inventory. However, U.S. or local economy may dictate that certain supplies and services be procured locally rather than from CONUS.
- (2) *Procurement.* Within the Supply and Maintenance Command, the ACofS for Supply exercises general staff supervision of the command's procurement activities. The procurement teams and the inventory control center are the principal operating elements for procurement. Procurement teams, organized under tables of distribution, may be attached to selected field depots or to regional procurement offices in each country in which the supply and maintenance command conducts procurement activities. The inventory control center, as a part of its supply management mission, determines procurement requirements and, after a decision that requirements should be met through local procurement, issues procurement directives to field depots having pro-

curement missions. Procurement directives for supply or services to be performed outside the theater are issued by the assistant chief of staff for supply.

21-7. Field Depot and Storage Operations

a. Field Depot Headquarters.

- (1) The field depot is a command-type, group-size, organization. It consists of a headquarters and headquarters company (fig. 21-4) to which a variable number of organizations and units can be assigned or attached. Organizations and units that can be assigned or attached are functional supply units, functional maintenance units, specialized teams and detachments of the TOE 500-series. In order to direct and control these functionalized and specialized operating units, a directorate-type staff is required for the field depot headquarters. The field depot will have multiple, dispersed storage and maintenance sites located in an area approximately 20-25 kilometers wide and 30-40 kilometers long (fig. 21-5).
- (2) Supplies stored in the field depot represent bulk quantities that adapt themselves to materials handling equipment. Although maximum use of MHE in supply handling is the goal, substantial quantities of small lot shipments are anticipated which are not adaptable to mechanized handling. Functionalization of supply support requires a further grouping to coincide with distribution requirements rather than with end use. For this purpose, supplies are grouped into categories of general supplies, heavy materiel, repair parts, aircraft, cryptographic supplies and equipment, and rail and marine supplies and equipment, as defined in (a) through (f) below.
 - (a) *General supplies.* General supplies include subsistence (class I), clothing and organizational equipment (class II), packaged POL (class III and IIIA), and industrial gases.

Also in this group are the multitude of end items that may be found in tables of organization and equipment, tables of allowances, and other authorizing documents. Excluded from this category are items that are supplied through other sources such as medical items, cryptographic material, heavy materiel, repair parts, and airdrop equipment.

- (b) *Heavy materiel.* Heavy materiel includes items that require special processing while in supply channels. Examples are wheeled and tracked vehicles, self-propelled and towed artillery, and mobile assault bridging. Because of their critical nature and high cost, special command control governs the issue of these items. Also included in this group are fortification and construction materials, special machinery, and other controlled types of items such as high dollar value heavy tonnage major assemblies.
- (c) *Repair parts.* Repair parts include supplies required to repair and maintain Army materiel, less parts to maintain medical items. This group consists of components, sub-assemblies, assemblies, and small parts for end items. Tools required to accomplish repair and maintenance, plus cleaning and preserving supplies, are excluded from repair parts.
- (d) *Aircraft.* This group includes aircraft and aircraft end items.
- (e) *Cryptographic supplies and equipment.* Cryptographic supplies and equipment consist of communications and security equipment, supplies, parts peculiar, and printed aids.
- (f) *Rail and marine supplies and equipment.* Rail and marine supplies and equipment include end items such as locomotives, rolling stock, amphibians, floating craft, and landing craft. They also include repair parts

and supplies peculiar to the above type equipment and special tools required by rail and marine maintenance units.

- (3) The Theater Army Support Command develops the overall combat service support plan. Based on this plan, the Supply and Maintenance Command, in conjunction with the Inventory Control Center and the Movements Control Center of the Transportation Command, prepares the supply distribution plan in detail. General area locations are prescribed for each field depot. The mission of each depot is included in the supply distribution plan. Once the depot is activated, the depot commander assigns areas and/or facilities for each mission of the depot. When the number of units or the dispersal of the area requires an intermediate command element, supply and service battalions and/or maintenance battalions will be assigned.
- (4) Planning and projecting the supply workload for depots is a task of the Supply and Maintenance Command, ACofS for Supply. The depot acts as a storage location reacting from day-to-day instructions from the Inventory Control Center. The ICC communicates directly with the depots regarding shipping and receiving instructions. The depot then passes the information to the appropriate storage site (fig. 21-6). When supplies are received, the storage site verifies quantity, records storage location and forwards receipt document to depot headquarters. Depot headquarters simultaneously updates depot location system and passes receipt information to the ICC via transceiver.
- (5) Maximum coordination is required between the ICC of the Supply and Maintenance Command and the Movements Control Center of the Transportation Command in regard to receipts and shipments of supplies. For this reason, the MCC and the ICC should be electrically linked (fig. 21-

7). In the case of shipments coming into the port, the MCC will have the manifest prior to the arrival of supplies. This enables diversion of shipments on an exception basis. The ICC reviews the manifest, and when required, passes appropriate shipping instructions to the MCC. For in-country shipments, the ICC notifies the MCC of the transportation requirement. The depot transportation officer makes arrangements with the local transportation movements officer as to time and place transportation will be spotted.

- (6) Two types of depots, forward and rear, are located throughout the Communications Zone (fig. 21-8). The forward depots, which are well forward, are expected to move as the field army advances. Although it is visualized that the stocks stored in the forward depot will be primarily reserve stocks, it will maintain sufficient operational stock to provide a supply support mission for reasonable employment of the assigned depot units.
- (7) The rear depots are located near areas of beaches and ports where supplies may be expected to enter the theater. These depots are sufficiently forward from ports of entry to permit shipment to multiple storage sites with minimum lateral haul. Actual location will depend upon topography, rail and road network as well as existing facilities. Stocks of these depots are distributed to meet supply storage and distribution operations rather than to support a particular force. These depots do not maintain a strict balance of stocks; yet, they are sufficiently balanced to provide dispersion among depots for defensive measures. Supplies in the communications zone are distributed between rear and forward depots, with rear depots containing about 70 percent of the supplies. Rear depots store primarily operational stocks.
- (8) Many supplies, such as subsistence,

bridging equipment, rail and marine equipment, aircraft, construction supplies, towed vehicles and self-propelled vehicles, are readily adaptable to consignment-type shipments. This makes it possible to ship many items to their final destination from rear depots.

- (9) Local security for field depots will be provided by means of personnel furnished by the Area Support Command. Such personnel may be comprised of military police companies or elements thereof, paramilitary forces, indigenous personnel, and security guard and dog teams. The type or combination of local security personnel to be provided will depend upon local requirements and conditions of practicality under prevailing situations.

b. Type Field Depot.

- (1) The field depot headquarters structure can be used throughout the communications zone. The capability to handle increased stockage levels can be provided by the addition of operating units and/or additional labor, either local civilian or military. Modification necessitated by assignment of a specified mission can be accomplished by internal tailoring of units or by command action directing the assignment or attachment of units. A type field depot is shown on figure 21-9.
- (2) Organization and operational concepts of the units that may be attached to a depot are included in paragraphs 21-15 through 21-19.
 - (a) Property Disposal Company, TOE 29-504.
 - (b) HHC Supply and Service Battalion, TOE 29-146.
 - (c) General Supply Company, TOE 29-118.
 - (d) Repair Parts General Support Company, TOE 29-119.
 - (e) Heavy Materiel Supply Company, TOE 29-127.
 - (f) Airdrop Supply Company, TOE 10-407.

- (g) Airdrop Equipment Repair and Supply Company, TOE 10-417.
- (h) Laundry and Renovation Company, TOE 10-437.
- (i) Labor Service Company, TOE 29-449.
- (j) Aircraft and Missile Repair Parts Supply Company, TOE 29-129.
- (k) General Chemical Laboratory, TOE 3-97.
- (l) HQ & HQ Detachment, Maintenance Battalion, GS, TOE 29-136.
- (m) Army Calibration Company, TOE 29-227.
- (n) Heavy Equipment Maintenance Company, GS, TOE 29-137.
- (o) Light Equipment Maintenance Company, GS, TOE 29-134.
- (p) Collection and Classification Company, TOE 29-129.
- (q) Tire Repair Company, TOE 9-117.
- (r) Aircraft Base Maintenance Company, TOE 55-459.
- (s) Diesel-Electric Locomotive Repair Company, TOE 55-247.
- (t) Railway Supply and Car Repair Company, TOE 55-248.
- (u) Floating Craft General Support Company, TOE 55-157.

21-8. Bulk Petroleum Storage and Distribution System

a. *Introduction.* The most significant developments for the bulk petroleum system for Army-70 are as follows:

- (1) *Offshore discharge of tanker ships and over-the-beach operations.* This requirement is necessitated by the vulnerability of established ports to NBC warfare and the development of a class of supertankers in the commercial petroleum tanker fleet. The capability for offshore mooring and discharge of tanker ships is available to support Army-70. Such means include a mooring device, a submarine pipeline, and flexible towed containers. This permits the institution of the

bulk petroleum delivery concept at the inception of an amphibious operation and the escalation of counterinsurgency operations.

- (2) *Utilization of hoselines.* Hoselines may be employed in a limited manner using current COSTAR units. More extensive use of hoselines can be anticipated for Army-70. Hoselines provide a highly flexible means for the distribution of bulk petroleum from the pipeline axis to major users or petroleum distribution points. Hoselines can be utilized to provide petroleum support to airfields, to combat divisions, and to nondivisional direct support echelons.
- (3) *Collapsible containers.* Rigid steel petroleum storage tanks should be replaced by collapsible storage tanks when the latter are available.
- (4) *Bulk fuel distribution.* Operations of a bulk fuel distribution system can be improved by reducing the number of fuels handled. An experimental multi-purpose fuel known as CITE (compression-ignition turbine engine) fuel has been introduced into the system. Although the use of CITE may eventually decrease the number of fuels, it is expected that this will be a gradual change, so that, in effect, the use of CITE means the addition of another type fuel to the system within this time frame.
- (5) *Improved means for distribution of petroleum to using units.* The development of the GOER tank truck provides a suitable cross-country means to deliver petroleum to consuming units. The development of the airmobile aircraft refueling system will provide improved petroleum support for army aviation. These improvements, although significant, do not alter the fundamental doctrine for the supply of bulk petroleum. They do offer a significant improvement in techniques to meet the high volume petroleum requirements of a highly mobile, widely disposed military operation.

b. Responsibilities. A joint petroleum office will be established at the theater level. This office correlates the petroleum requirements of the various forces and develops and forwards the slate (requisition) to CONUS. The Supply and Maintenance Commander under the Theater Army Commander operates the petroleum supply system for the theater (fig. 21-10). Normally, a single bulk petroleum system is operated to support all forces in the theater. The Supply and Maintenance Command utilizes the petroleum group headquarters, petroleum battalion headquarters, and petroleum operating companies to operate the bulk system. The construction and extension of the bulk petroleum system is a responsibility of the Theater Army Commander accomplished by his construction element to meet the requirements established by the Supply and Maintenance Command. Transportation of bulk petroleum by means other than pipelines, and tank truck used in local distribution, is a responsibility of the Transportation Command and is accomplished by close coordination between that command and the Supply and Maintenance Command.

c. Operational System.

(1) Mid- and high-intensity warfare.

(a) Operational system. The operational system requires extensive use of pipelines and hoses wherever practicable (fig. 21-11). For large land mass warfare, a large diameter (8 to 12 inches), high pressure pipeline system is required. For operations under NBC warfare conditions, this system should be formed into a grid to assure a continuous flow of product even when a segment of the pipeline system is destroyed. It is estimated that a destroyed segment can be replaced within 3 days. The pipeline system must extend as far forward as is possible and generally into the corps area. Hoses should be used when practicable from the axis of the pipeline to major users such as airfields, and from the pipehead terminal to the direct support echelon. Movement from the direct support echelon to using units is by tank truck.

Using units have organic means (tank truck or conversion kits) to receive the bulk products and refuel their vehicles without resorting to cans or drums. The impetus for this system is from rear to front. An empty container represents a requisition. A dispatch control system is exercised over the product flow in the pipeline/hoseline, and status reports are used to report ullage. Communications means for the pipeline/hoseline system include teletype, radio and telephone. Security measures for the hoseline/pipeline system are essential. Helicopter patrols and an airmobile security team are necessary for patrolling the pipeline.

(b) Organization. At the unified command headquarters in a theater of operations, the joint petroleum office correlates requirements of major subordinate service commands and forwards requisitions to CONUS. To perform bulk petroleum supply operations in the TASTA-70 time frame, a petroleum group, under the Supply and Maintenance Command, has been assigned the responsibility for the bulk petroleum storage and distribution system in the communications zone. Subordinate elements of the petroleum group are the petroleum operating battalion and the petroleum operating company. The number of battalions and companies vary depending upon the size of the force supported, the length of the communications zone, and the extent of the pipeline and tank farm system. Each battalion is assigned two to five operating companies. Each company is capable of operating a petroleum terminal facility and approximately 60 miles of pipeline.

(2) Low-intensity warfare.

(a) Use of bulk system. For lower intensity warfare, the bulk delivery concept as employed in higher intensity warfare is modified as required. Although the product re-

quirements are significantly reduced, other factors influence the use of the bulk system. Such factors include the relief of roads and other limited surface modes of movement through use of pipelines and hoses even for short distances; limitations on the number of combat service support personnel which can best be met by handling the product in bulk form rather than by cans and drums; and the use of materials handling equipment whenever it is necessary to handle containers such as the 500-gallon collapsible container.

- (b) *Marine terminals.* Marine terminals for low intensity warfare vary from use of existing facilities to the establishment of new facilities. The hose-line system and the hasty bulk storage reservoir provide the means to rapidly establish a new marine terminal. Other means include the use of barges, naval tank ships and flexible towed containers.
- (c) *Pipelines and hoses.* Pipelines including the military pipelines (steel bolted pipeline) and hoses are used to move the product from the marine terminals to airfields and other major installations.
- (d) *Railroad tank cars and tank trucks.* Extensive use is made of railroad tank cars and tank trucks to deliver the product to using units wherever the LOC is secure.
- (e) *Air movement.* Movement of bulk petroleum by air is not normally considered economical, but is employed in low intensity warfare due to the wide dispersion of troop units in a situation where the LOC is not secure. The 500-gallon collapsible container is commonly used for the air movement of bulk petroleum products. In support of an airmobile division, for example, some 1,200 of the 500-gallon collapsible containers could be required to keep a constant flow of product.
- (f) *Organizations.* The petroleum or-

ganization for low intensity warfare represents a selective use and some tailoring of the petroleum units required for higher intensity warfare. The petroleum group headquarters will be utilized, where required. A petroleum battalion headquarters may be utilized or the reduced strength column of the TOE employed. Elements of petroleum operating units can be used, or a petroleum operating company may operate at dispersed sites.

21-9. Service Support System

The service support system, which is integral to the field depot system, consists of those services that are not provided by other organizational elements of the field depot system. Specifically, these services are laundry and renovation of clothing and lightweight textile items for return to depot stocks, property disposal, provision of labor service support, and general chemical laboratory services.

a. Renovation.

- (1) *General.* Laundry and clothing renovation are provided in both direct and general support supply and service battalions in FASCOM and DS supply and service units in Area Support Groups in connection with bath and clothing exchange services. These units are capable of furnishing such services to the troop populations they support; therefore, field depot backup support normally will not be required. Exceptions will arise if FASCOM battalions have a heavy backlog prior to moving and are forced to abandon it due to lack of time and/or transportation, in which case they will notify TASCOC of such abandonment. Since these organizations are geared only to support bath and clothing exchange facilities, they do not possess sufficient capability to cope with seasonal turn-in of clothing for renovation and storage, so additional provision for these services must be made in the field depot system.

- (a) Clothing and textile salvage opera-

tions by FASCOM units are limited to critical items or those in short supply. Salvaged clothing and textile items, including captured enemy materiel, are not reclaimed by FASCOM units unless specific items are urgently needed within that command. Almost all salvage is evacuated to TASCOM for disposition or left in place for recovery by indigenous labor units or PWs. This results in a steady renovation workload, over and above seasonal turn-in, for TASCOM depots.

- (b) If within TASCOM there are reliable commercial concerns capable of undertaking this work, contracting for these services would probably be cheaper and precludes the necessity of diverting military manpower to these tasks. If commercial facilities are not available, a Type B TOE unit augmented by local-hire skilled and semiskilled labor or PW is the next logical choice. If labor is not available, there is no further option, and these services must be provided by a U.S. military unit.
- (2) *Operations.* Seasonal turn-in, excesses, and salvaged clothing and textiles are shipped from the FASCOM and the Area Support Command to designated field depots. The first two categories of shipments will usually be segregated by type item and identified by turn-in slip or shipping document as to originator. Clothing and textile salvage will usually arrive unsegregated. To avoid overloading the laundry and renovation (L&R) units, suitable storage must be provided for overflow. All items must be expertly inspected to determine degree of serviceability in accordance with classification criteria. A control element must be provided to regulate workflow from storage to classification section, from classification to laundry units, and from laundry units to renovation unit.
- (a) *External controls.* Because of the limited time available to laundry and

renovation units for processing seasonal workloads, turn-in by using units is scheduled to avoid overloading one depot while laundry and renovation units of another depot may not be operating at full capacity. In order to attain the most efficient utilization of available resources, established procedures are followed:

1. TASCOM, in coordination with FASCOM, scheduled turn-in of winter clothing by climatic zones.
 2. TASCOM Inventory Control Center (ICC) establishes priorities for items to be laundered and renovated based on the theater stock status of each item. This control is equally applicable to laundering and renovating excess stocks and salvage.
 3. Each depot is furnished copies of turn-in schedules and priority item listings.
- (b) *Receipt.* Receipts of seasonal clothing, excess stocks, and salvage are routed to the laundry and renovation storage area. Seasonal clothing and critical items will be accorded first priority for inspection and classification. After segregation, salvage as well as excess stocks are routinely inspected and classified. Stock checkers tally numbers of items in each condition code classification and report totals to the control section. The control section notifies ICC daily of numbers of serviceable, economically and uneconomically repairable items and weights of scrap and unsegregated salvage on hand. This notification serves as a due-in report for the ICC.
 - (c) *Internal control.* Supervisors of the laundry and renovation units immediately notify the control section of any breakdown of equipment which may impede production. Based on reports compiled from stock checkers' tally slips and equipment availability, the control section schedules workloads and notifies

storage to deliver the desired loads to the laundry and renovation units. Upon completion of workloads, laundry and renovation units will notify control which, in turn, requests disposition instructions from the ICC.

b. Property Disposal.

- (1) *General.* In order to achieve maximum utilization of materiel and economy of supply and to insure theater-wide compliance with DOD directives concerning surplus personal property, the theater commander normally establishes a unified coordinating committee within theater headquarters for policy direction and supervision of materiel utilization and property disposal activities. Responsibility for these operations is usually delegated to one of the component military services which serves as a single manager of these areas for the entire theater.

- (a) *Theater army.* If another service is designated as single manager, theater army responsibilities for and participation in these programs are significantly reduced. Under such circumstances, theater army does not require a property disposal officer (PDO), but it is still responsible for consolidating and reporting excess property holdings and for conducting utilization screening within its subordinate commands. These functions are usually delegated to the Supply and Maintenance Command within its scope of responsibilities.

- (b) *Supply and Maintenance Command.* The Supply and Maintenance Command has the mission of providing wholesale supply and maintenance support to theater army and such other elements of the theater as may be designated. The ICC provides inventory control of all supplies for which the Supply and Maintenance Command is responsible. Within the ICC, there is a surplus property branch which accounts for all surplus property. If USN or USAF is

designated single manager of surplus property, the designated service PDO serves as chief property disposal agency (PDA) for theater army. If, however, Army is designated single manager, the PDO is accountable for all theater surpluses and serves as the PDO agent for the other services. The procurement activity mentioned in paragraph 21-3, has as its mission the local procurement of supplies and services. It operates field offices in areas where item/services availability is concentrated. In addition, it may provide contracting support for local sales of surplus property.

- (2) *Operations.* Any field depot designated to receive scrap and waste materials must operate a scrapyards for the receipt, segregation, classification, preparation, and final disposition of such materiel. The scrapyards should be located along the MSR where adequate space, railroads and highways exist, and should be as close as practicable to a major port where the maximum number of rail and highway feeder routes converge on the MSR in order to serve the largest possible area of operations. Provision must be made in the TASTA-70 organization for a unit to process valuable scrap and waste materials. Property disposal operations within designated depots are accomplished by assigned property disposal companies.

- (a) Scrap and waste materials are generated and/or recovered by DS and GS maintenance and supply units and by collection and classification companies operating both in FASCOM and TASCOT.

- (b) Materiel determined to be excess to FASCOM requirements is reported to Supply and Maintenance Command ICC for intra-army and theater-wide screening. After screening, any items which are still determined to be surplus and which have not been previously authorized

by DSA for local disposition will be reported by the PDO to DSA for disposition or shipping instructions.

1. DS supply and maintenance units assigned to Area Support Groups report excess property direct to the Supply and Maintenance Command ICC.
2. Scrap and waste materials are evacuated, whenever practicable, from originating unit direct to the depot activity designated to receive it.
- (c) From field depots, surplus property is disposed of by one of five basic means: transfer, sale, donation, abandonment, or destruction. Disposal action is in accordance with DOD directives and theater army policies. Instructions for such action are transmitted from the property disposal branch of the ICC to depots concerned.

c. Labor Service Support. U.S. military labor may be provided through inclusion of Labor Service Companies in the command troop basis. They should be employed only when indigenous or prisoner of war labor is not available or is inappropriate in situations where security and strict military control are required.

d. General Chemical Laboratory Service. The general chemical laboratory provides laboratory services on a theater-wide basis. The unit is allocated on the basis of one or more per theater. The laboratory is assigned to a field depot to provide general chemical laboratory services for the theater of operations. These services include analyzing and identifying suspected or unknown CBR agents (except identification of biological agents which is a medical responsibility). The unit also provides personnel and facilities for the development of temporary CBR field expedients, testing of materials, and quality assurance of items procured in the theater.

21-10. Air Delivery System

a. Airdrop Supply Company.

(1) *General.*

(a) The Airdrop Supply Company in the

COMMZ is normally attached to a Supply and Service Battalion of a field depot and operates at air terminals, field depots, or intermediate rigging sites, depending upon which location is most feasible. The company consists of four operating platoons. Each of these platoons is capable of rigging 50 tons of supplies per day, and when provided administrative support, may operate at separate locations.

- (b) In order to be responsive to airdrop requests, the company stores rigged and unrigged supplies. The Supply Maintenance Command ICC specifies the quantity and type of supplies to be stored. The ICC maintains inventory data on supplies located in the airdrop unit; when missions are directed, the ICC takes action to replace those items if required.
- (2) *Request procedures.* Airdrop requirement which exceed the capability of the field army's resources are transmitted from the FASCOM ICC to the TASCOC ICC (fig. 21-12). The TASCOC ICC determines the availability and location of the supplies, coordinates the airlift and ground transportation requirements with movement control, and issues material release orders to the appropriate field depot. The field depot directs the Airdrop Supply Company to execute the mission.
- (3) *Stock and movement control.* The inventory and movement control agencies must jointly coordinate actions of the supply and airlift units. In addition, detailed coordination is necessary between the airdrop unit and the airlift unit. The airdrop supply unit rigs the supplies according to the method of delivery to be used, and insures that they are delivered to the required point at the air terminal. In most cases, this will be the cargo door of the aircraft.
- (4) *Replenishment of airdrop equipment.* Responsibility for airdrop equipment

is assigned to specified depots within the theater. The Airdrop Supply Company submits its requirement for airdrop equipment to the Supply and Maintenance Command ICC. The ICC directs shipment of needed items from the appropriate field depot.

- (5) *Recovery procedures.* The unit receiving the supplies is responsible for the recovery and evacuation of airdrop equipment. Personnel from the airdrop supply company may, however, parachute with the supplies and equipment to provide technical assistance to the receiving unit.

b. Airdrop Equipment Repair and Supply Company.

- (1) *General.* Normally, one Airdrop Equipment Repair and Supply Company is required to support one Airdrop Supply Company or one Airborne Division. The company is assigned to the Supply and Maintenance Command and attached to a Supply and Service Battalion which is part of a designated field depot. The company supporting the FASCOM Airdrop Supply Company is located well forward in the COMMZ. Thus there are usually two Airdrop Equipment Repair and Supply Companies in the COMMZ—one supporting the FASCOM Airdrop Supply Company and one supporting the COMMZ Airdrop Supply Company.
- (2) *Supply.* In performing its supply mission, the company receives, stores, and issues air items such as parachutes, platforms and related items as directed by the Supply and Maintenance Command ICC.
- (3) *Maintenance.* Unserviceable air items are evacuated to the field depot which has an air item maintenance mission. The Airdrop Equipment Repair and Supply Company classifies, repairs, and returns serviceable air items to stock.

21-11. Ammunition Service

a. General.

- (1) For the purpose of TASTA-70, ammunition service embraces supply and maintenance support of conventional and special ammunition to include maintenance of guided missile systems. This includes direct and general supply support of all types of conventional and special ammunition; direct supply support of all special ammunition repair parts, and repair parts for missiles supported by the land combat support set (LCSS); general supply support of repair parts peculiar to special ammunition; in-storage maintenance of conventional ammunition; direct and general maintenance support of special ammunition materiel to include test and handling equipment; direct maintenance support of missile systems supported by LCSS; general maintenance support of all missiles, rockets, and missile peculiar ground guidance, launching equipment, special tools and peculiar test and handling equipment used in support of mission items; and explosive ordnance disposal service.
- (2) Ammunition is defined as a contrivance charged with explosives, propellants, pyrotechnics, initiating composition or nuclear, biological or chemical materiel for use in connection with defense or offense including demolition. Certain ammunition can be used for training, ceremonial or nonoperational purposes. Generally, conventional ammunition is a grouping of all ammunition items which require stringent control, handling, and security and cannot be transported or stored in the same manner as general supplies (e.g., small arms ammunition, pyrotechnics, riot control chemicals, and high explosives). Special ammunition requires the highest degree of control, handling, and security. Included are such items as nuclear warheads, atomic demolition munitions, certain chemical and biological munitions, selected ammunition, and missile body assemblies.

b. Ammunition Depots. The concept for am-

munition service in the communications zone is based upon ammunition depot complexes. The depot complexes will be located in both the forward and rear areas of COMMZ. There will be a minimum of one forward and one rear ammunition depot complex per corps slice within COMMZ. They will provide a source of ammunition service to using units located in their area of responsibility. There will be two general support guided missile maintenance companies for an eight- or twelve-division slice of COMMZ. Normal employment will be one in one of the forward depot complexes and one in one of the rear depot complexes. Additional companies may be required based upon densities of materiel to be supported.

(1) *Forward ammunition depot complexes.*

Forward ammunition depot complexes will consist of a conventional ammunition depot, a special ammunition depot, and may include a general support guided missile maintenance facility. These forward depots will store combat essential ammunition reserve stocks. They provide further dispersal of stocks and a source of ammunition for the combat zone, and units just to the rear of the army rear boundary. They are not considered static locations as is the case of the rear ammunition depot complexes since they must be continuously positioned contiguous to the combat forces they support.

(2) *Rear ammunition depot complexes.*

Rear ammunition depot complexes will also consist of conventional ammunition depots, special ammunition depots, and may include a general support guided missile maintenance facility. However, it is expected that the preponderance of ammunition will be received, stored, and shipped from these rear ammunition depot complexes direct to the direct and general support levels in the combat zone. The rear ammunition depot complexes will be located along the main supply routes in the vicinity of the ports. They are considered more or less permanent installations requiring permanent or semipermanent storage facilities

for the protection of these ammunition reserve stocks under various weather conditions.

c. *Requirements.* The requirement for special ammunition is a matter of command decision and is covered in appropriate classified publications. It is expected that an average of 1,667 short tons of conventional ammunition will be required per day in support of each corps slice within a theater of operations. About 1,600 short tons of this amount will be expended in the combat zone and the remaining amount in COMMZ.

d. *Stockage Levels.* It is expected that the theater will be based upon a 45-day supply level of ammunition, 10 days of which will be maintained in the combat zone and the remaining 35 days in COMMZ. Within the communications zone 10 days will be positioned at the forward ammunition depots and 25 days at the rear ammunition depots.

e. *Shipment of Ammunition.*

(1) *Utilized loads.* All conventional ammunition will be assembled in palletized or containerized loads at the manufacturer for distribution down to and including the direct support level in the combat zone. Pallets are not to exceed 1½ tons each and containers will not exceed 5 tons each. These loads of ammunition will be assembled consistent with the explosive compatibility requirements of applicable Army explosive safety regulations.

(2) *Throughput of ammunition.* Figures 21-13 and 21-14 show the flow of conventional and special ammunition respectively. As with requirements, the movement of special ammunition will be geared more closely to command decision and throughput of special ammunition will be governed by the desires of the commander to whom these items have been allocated. Figure 21-13 shows the average or equal distribution of conventional ammunition to each corps slice of the combat zone; however, this is subject to change with each mission assigned the different corps and expenditure restrictions im-

posed by the tactical commanders. Normally the field army commander allocates ammunition to each of his subordinate corps based upon the main and secondary tactical efforts. Therefore, throughput of ammunition will require close coordination between the inventory control center (ICC) and the movements control center (MCC) at TASCOM, and the ICC and MCC of the FASCOM to insure that ammunition is routed or rerouted to meet tactical changes.

f. Tactical Control of Ammunition.

- (1) *Conventional ammunition.* The theater army commander allocates conventional ammunition to the field army.
- (2) *Special ammunition.* The "ownership" or allocation characteristic of special ammunition is different from conventional ammunition. The allocation of special ammunition is from commanding general to commanding general, i.e., CG, Theater Army, to CG, Field Army, to CG, Corps, to CG, Division. As a result, the commanding officer of an intermediate logistical headquarters (e.g., TASCOM, Supply and Maintenance Command, or Ammunition Group) cannot effectively influence the control, supply or resupply of special ammunition, but can only provide the means to carry out the desires of the tactical commander. A special ammunition logistical element (SALE) is formed from the resources available to the logistical commanders to accomplish logistical control over special ammunition in the theater army for the air defense headquarters. In general terms, the mission of the SALE is to be immediately responsive to the air defense brigade commander in expediting the supply of special ammunition to firing battalions in the communications zone.

g. Inventory Control. Inventory control of conventional and special ammunition is exercised by the Missile and Munitions Branch of the Supply and Maintenance Command ICC.

The chief of the Missile and Munitions Branch is the theater Class V commodity manager. An account of the credits of both conventional and special ammunition allocated the field army and COMMZ units is maintained by the ICC. The FASCOM ICC controls the calling forward of ammunition credits for the field army. The Supply and Maintenance Command ICC maintains the interface with the CONUS ammunition commodity manager. Internal COMMZ ammunition data downward flow is from the ICC to the ammunition battalions (operating depot complexes), and special ammunition depots. The upward flow is from the special ammunition depots, and ammunition battalions direct to the ICC. The ammunition depot complexes and special ammunition depots will have the necessary transceivers and ADP equipment to receive and transmit data through the system.

h. Surveillance of Ammunition. The workload in the area of surveillance of ammunition includes in-storage monitoring of materiel readiness, safety as it pertains to ammunition service operations, technical escort service, and allied records and reports. Technical escort service includes the use of qualified personnel to accompany shipments of special ammunition for safety and security reasons. Ammunition surveillance personnel are included in the TOE of ammunition service organizations down to and including company level. Explosive ordnance disposal and decontamination personnel as appropriate will be placed on "stand-by" status to backup surveillance personnel in event of accident or incident during shipment.

i. Maintenance of Ammunition.

- (1) *Conventional ammunition.* The capability to perform in-storage maintenance of conventional ammunition falls within the organization of conventional ammunition units. Conventional ammunition units will not have the skills or equipment required to perform depot maintenance of conventional ammunition. If and when depot maintenance of conventional ammunition is to be performed in a theater, it would be more feasible for the U.S. Army Munitions Command to—

(a) Develop and provide technical pro-

cedures for renovation of specific ammunition items.

- (b) Provide special design tools and equipment not available in the theater.
 - (c) Provide qualified depot maintenance supervisors who are capable of setting up lines and supervising operations. Military personnel assigned to ammunition units and/or local nationals can be used to perform the depot maintenance. This will eliminate the need for special depot maintenance detachments.
- (2) *Special ammunition (less II and IV missile system maintenance).* Special ammunition depots in COMMZ will repair and return to service nuclear warheads, atomic demolition munitions (ADM), and other special ammunition items evacuated to them from the combat zone. Since complete round evacuation is through the Class V channel, the special ammunition depot will coordinate the repair requirement for II and IV missile system components with the nearest missile maintenance facility.
- (3) *Class II and IV components of missile systems.* The guided missile maintenance facilities (two per field army slice of COMMZ) will repair and return to stock (aircraft and missile repair parts company) Class II and IV missile system components evacuated from the field army and/or received from special ammunition depots in COMMZ. Direct and general support maintenance of those missile systems (Lance, Shillelagh, TOW, Chaparral and Redeye) supported by the "Land Combat Support Set (LCSS)" is also provided on an area basis by the guided missile maintenance facilities operated by the general support guided missile maintenance company. Missile Support Detachments "EK," TOE 9-500, may be required if the densities of Lance, Shillelagh, TOW, Chaparral and Redeye become too

great for the guided missile maintenance facilities.

j. *Explosive Ordnance Disposal Service.* Explosive ordnance disposal service in COMMZ is provided by the Area Support Command.

21-12. Aircraft Supply System

a. Within the Supply and Maintenance Command, the supply of aircraft repair parts, special tools and armament subsystem repair parts is accomplished by aircraft and missile repair parts supply companies. These companies are normally attached to supply and service battalions in field depots. Stock control functions are performed by the Supply and Maintenance Command ICC for these companies in the same manner that it provides for other supply units. The aircraft and missile repair parts supply company will issue aircraft repair parts to field depot aircraft base maintenance companies, general and direct support aircraft maintenance companies located in the COMMZ, and to appropriate field army repair parts supply activities based on materiel release orders and shipping instructions from the ICC. Aircraft and missile repair parts supply companies are structured to be compatible with the concept that the field depot will have multiple, dispersed storage sites. The supply platoons are capable of operating at different sites. These supply companies are dependent upon transportation aircraft base maintenance companies for technical inspection of damaged inbound shipments and for the maintenance required on depot stocks. The requirement for the provision of these two major functions from the aircraft base maintenance companies means that it is necessary to locate the supply companies and the base maintenance companies in the same general area.

b. Aircraft end-item supply is readily adaptable to the throughput concept. Replacement aircraft are normally received in the theater and assembled by the aircraft base maintenance companies. The issuance of these aircraft is directed by the ICC. The aircraft normally are flown to the receiving unit in the field army or COMMZ, bypassing intermediate supply activities.

21-13. Maintenance System

a. The primary function of the general support maintenance units of the Supply and Maintenance Command is support of the supply system. This function includes in-storage maintenance and inspection of depot stocks to insure a constant ready-for-issue status; repair of unserviceable components, assemblies and small end items returned from users through evacuation channels and return to stock for reissue; and application of directed modification for maximum modernization of equipment for combat.

b. Not all field depots of the Supply and Maintenance Command will have maintenance missions. Maintenance units will be assigned only as required based on mission. It is estimated that for the COMMZ in support of an eight-division force, four field depots will be required to perform extensive maintenance missions. This will be increased to six depots where the COMMZ is expanded to support a twelve-division force.

c. As secondary functions, maintenance units assigned or attached to the field depots will provide backup general support maintenance to the Maintenance Support Companies, (COMMZ) of the Area Support Groups, and in some instances may provide support to units passing through the depot area. It is emphasized that the maintenance management center of the Supply and Maintenance Command must constantly review the status of maintenance with a view toward reallocation of priorities, revision of maintenance missions, balancing workloads and recommending assignment of additional maintenance units, to preclude the buildup of an unmanageable maintenance backlog in field depots and collection and classification companies.

d. General support maintenance units of the field depots will not ordinarily be assigned an area support mission. They may be directed to provide backup support to specific Maintenance Support Companies, (COMMZ) located in their vicinity. Direct support, if furnished, will be only on an emergency basis or when directed by higher headquarters for limited and specific periods of time.

e. The ACofS, Maintenance, Headquarters;

Supply Maintenance Command will recommend the location and attachment of maintenance units and will control assignment of maintenance missions to the field depots. Based on anticipated workload requirements, planned programs, established policies, security and other conditions, maintenance units will normally be employed in multiples to take advantage of the efficiency of production line type operations and specialization.

f. Depot maintenance—

(1) Depot maintenance is not normally performed in a theater of operations. Exceptions to the performance of depot maintenance at the general support level will be approved by the Deputy Chief of Staff for Logistics, Department of the Army, on a line item basis. Prior to requesting such authority, the requirement for and practicality of rebuild of unserviceable equipment will be considered and based on a variety of factors which include—

(a) Availability of adequate supplies of power, water, and skilled manpower.

(b) A sufficient quantity and flow of unserviceable equipment to maintain an efficient production line operation.

(c) Scarcity of materials, production capability, or other resources in CON-US.

(d) Scarcity of intertheater shipping or interdicted shipping lanes.

(2) Rebuild operations generally involve complete disassembly, on a production line basis, of unserviceable components and subassemblies; prestocking of serviceable piece parts by reclamation, fabrication, or procurement of new parts; and reassembly of the components, on a production line basis, into a new or like new item. A prime requirement of successful and efficient rebuild operations is a sufficient quantity of unserviceables to maintain a continuous production line operation. This may be overridden if the condi-

tions described in (1)(c) and (d) above become paramount; however, in such case the cost of rebuild will be high in terms of dollars per item. Another factor to be considered is the type of unserviceables available.

- (3) The location and nature of the theater of operations will have a decided influence on the rebuild question. As stated above, power, water, and skilled labor in adequate quantities are necessary. Generally, these will only occur in a sophisticated country; in relatively underdeveloped areas they would be unlikely to exist in the quantity and quality required. The size of the combat operation in the theater would be an additional influencing factor. If the size of the theater was relatively small, it is unlikely that it would generate a sufficient quantity of unserviceables to sustain a rebuild operation. It is more likely that the small theaters will be located in underdeveloped areas and the larger theaters in sophisticated areas. Further, with a small theater, it is unlikely that shipping will be scarce or sealanes interdicted. It is recognized that the labor factor may be overcome by providing a Type A (completely military labor) rebuild unit. However, this is extremely costly in terms of military manpower and is not a desirable solution. Also, it would not compensate for the lack of water and power and all facilities would have to be shipped into the theater. This is a very considerable quantity of men, tools, equipment, and facilities where a rebuild operation is involved. Therefore, even though the need for a rebuild operation may become evident in an underdeveloped area containing a small theater of operations, local conditions would tend to preclude the establishment of the rebuild operation for the reasons cited above.
- (4) Based on the rationale that a rebuild operation is feasible generally only in a large scale sophisticated theater, no

provision is made in TASTA-70 for a rebuild organization. However, it is recognized that the labor factor and lack of utilities may be overcome by providing a floating depot maintenance facility for selected item rebuild. If a valid rebuild requirement should be recognized in a large scale theater a unit of this type could be employed.

g. The director of maintenance of the field depot will be responsible to the depot commander for maintenance activities performed within the depot. Where three or more general support maintenance units are attached or assigned to accomplish the maintenance mission, a Headquarters and Headquarters Detachment, Maintenance Battalion, General Support will be attached or assigned to coordinate the overall maintenance mission.

h. The workload for the general support maintenance units of the field depots will be generated in two ways.

- (1) Through depot stocks which have deteriorated or become damaged by enemy action, accident or acts of God (flood, wind, etc.) or which require modification.
- (2) Equipment which has been rendered unserviceable through use or enemy action while in the hands of using units.

i. Unserviceables so generated will reach the field depot designated to accomplish repairs through one of several channels—

- (1) Transfer from depot stocks.
- (2) From C&C companies of the field depot.
- (3) Direct from a Maintenance Support Company (COMMZ).
- (4) Direct from the C&C point of the corps or army support brigade.

j. The evacuation to a designated field depot for rebuild (other than end items) from one of the sources listed above will be directed by the Maintenance Management Center of the Supply and Maintenance Command in accordance with established policies and priorities.

k. Calibration service for the theater army is the responsibility of the Supply and Maintenance Command. A calibration company will be attached to a field depot for operational purposes with policy direction and priorities being provided by the ACofS, Maintenance, Supply and Maintenance Command.

l. The tire reclamation capability of the COMMZ will be assigned to one or more field depots. When assigned or attached to perform this mission, the tire repair company will be further attached to a General Support Maintenance Battalion.

m. The supply and maintenance staffs of the Supply and Maintenance Command determines the repair priorities and programs for critical items and items in short supply and will furnish the field depots with requirements and programs. Repaired materiel will be returned to stock and reported to the Supply and Maintenance Command ICC as depot assets.

n. Direction of the maintenance effort in the Supply and Maintenance Command is exercised by the ACofS, Maintenance, Headquarters, Supply and Maintenance Command, through the Maintenance Management Center, a part of his staff. The Maintenance Management Center (MMC) receives, analyzes, and processes all data necessary to control accomplishment of the maintenance mission, transmits instructions to the field depots for maintenance plans and programs and relays summary data to Headquarters, TASCOT as required for theater maintenance management and statistical purposes. Operating decisions and actions are taken by the MMC on a daily basis in accordance with parameters and policies established by the ACofS, Maintenance. Deviations from these criteria are referred by the MMC to the ACofS, Maintenance for individual guidance or decision on a management by exception basis.

o. Rail maintenance will be accomplished by Transportation Diesel-Electric Locomotive Repair Companies and Transportation Railway Supply and Car Repair Companies. The railway shop battalion which existed in former organizational concepts has been eliminated in TASTA-70. Instead, the rail maintenance companies will be integrated into the Supply and Maintenance Command and attached to the

units which they service when conditions indicate this to be feasible and efficient. In such cases, however, they will remain under the command and operational control of the field depot. The Diesel-Electric Locomotive Repair Company provides general support and base maintenance (overhaul) support to the military railway service. The Railway Supply and Car Repair Company performs general support and base maintenance on railway rolling stock; assembles cars arriving in the theater; and receives, stores, and issues all rail peculiar items of supply.

p. Marine depot maintenance will be accomplished by Transportation Floating Craft General Support Companies. They will be assigned and located in the same manner as the rail units described above. The Floating Craft General Support Company receives, stores, and issues marine peculiar items of supply and performs depot overhaul services on amphibious lighters, landing craft, and floating craft.

q. Aircraft maintenance in the field depots will be accomplished by the Aircraft Base Maintenance Company when such mission is assigned. The mission of the company is to overhaul and return to serviceable condition for stock aircraft components, major assemblies, armament systems and aircraft which do not require CONUS rebuild. The company will also assemble and service aircraft arriving in the theater; process aircraft components, major assemblies, and aircraft for evacuation to CONUS; and provide limited evacuation services.

21-14. Cryptographic Supply and Maintenance

a. The Supply and Maintenance Command performs the following functions with regard to cryptologistics support of the theater:

- (1) Logistical management for communications security (COMSEC) equipment, supplies and aids.
- (2) Maintenance of the bulk of theater reserve stocks of COMSEC equipment, supplies and aids.
- (3) Depot level supply support for COMSEC equipment, supplies, parts peculiar, and aids.

(4) Maintenance and provision of required statistical records to the COMSEC NICP in CONUS.

(5) Backup general support maintenance for ASCOM maintenance units.

b. Inventory control of COMSEC materiel is exercised by a cryptographic section in the ICC which, within policies and limitations estab-

lished by appropriate theater directives, directs the receipt, storage, and issue of COMSEC materiel.

c. COMSEC materiel is stored in a minimum number of field depots under appropriate security conditions. Issues are made by the depot in accordance with shipping instructions of the ICC.

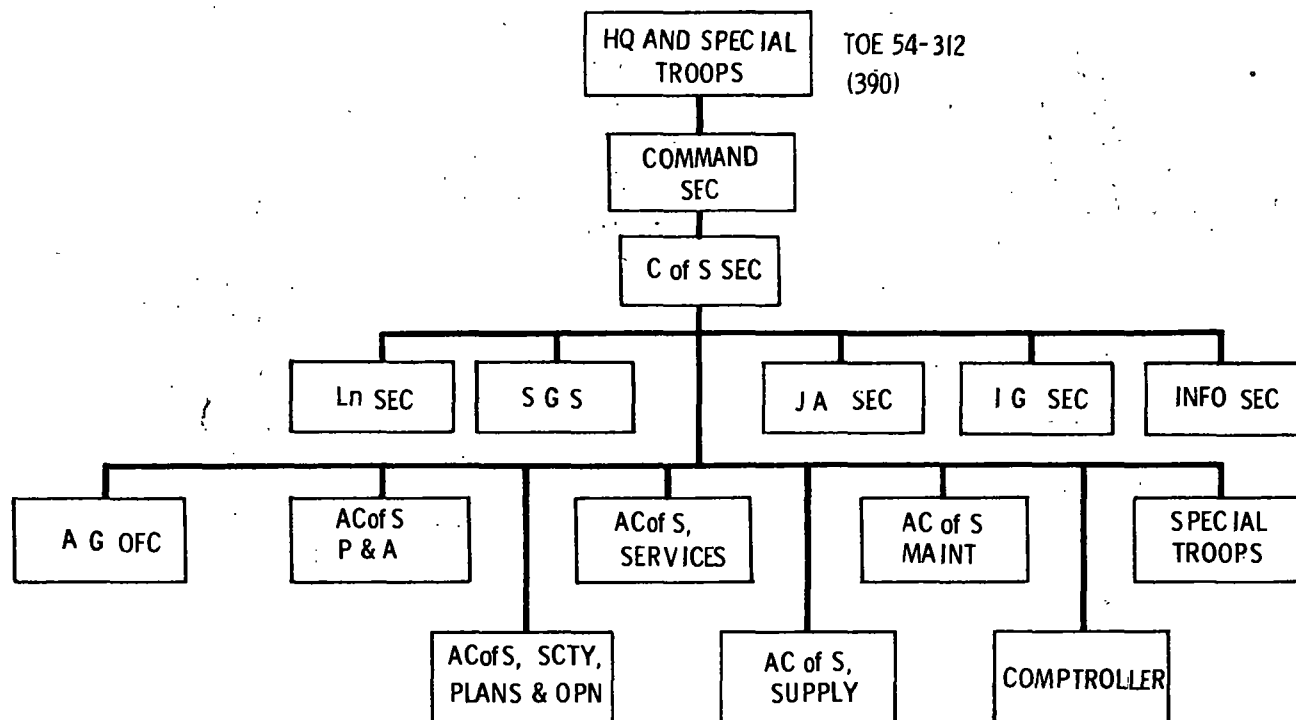


Figure 21-2. Headquarters and special troops, supply and maintenance command.

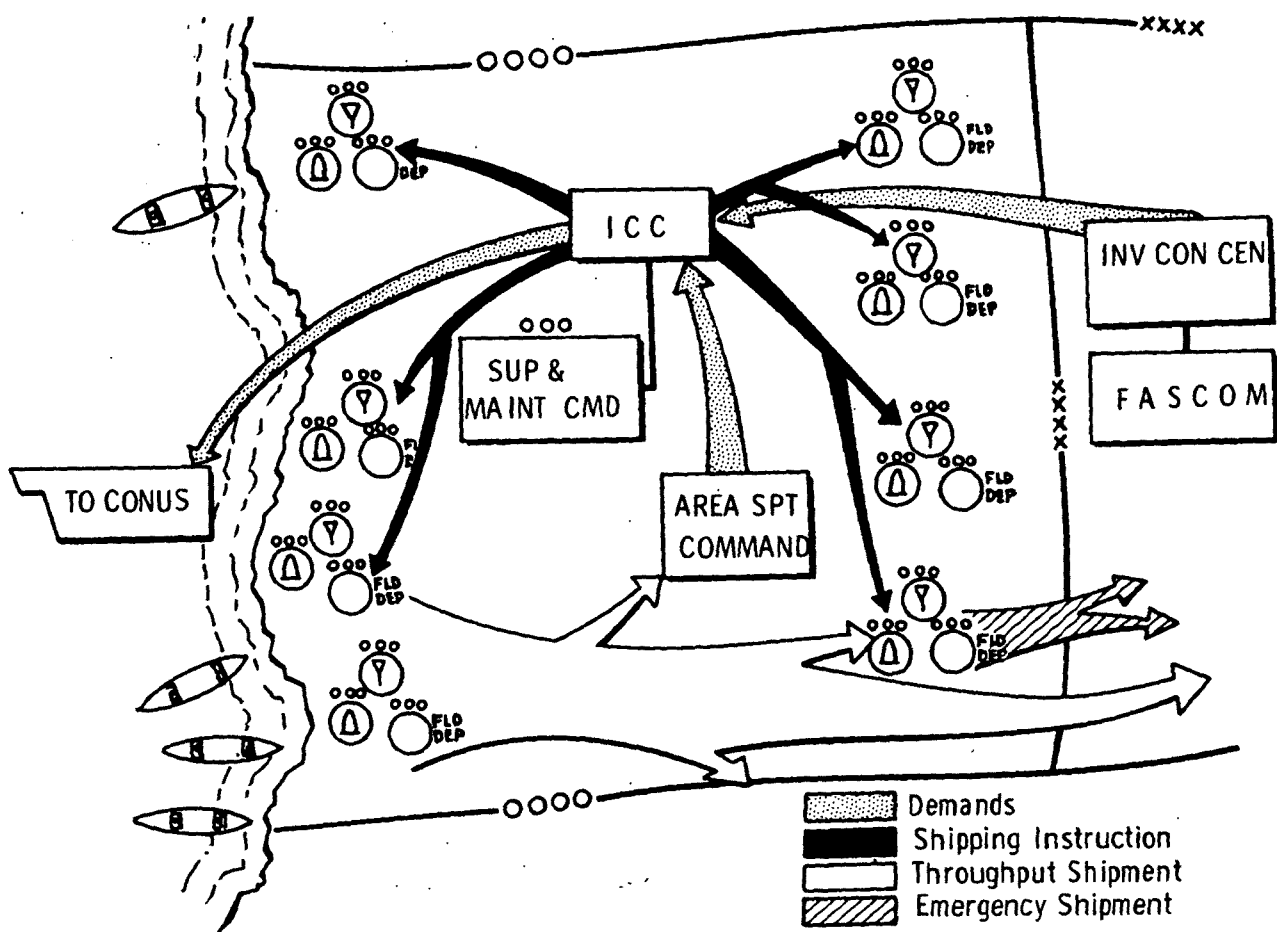


Figure 21-8. Supply flow schematic.

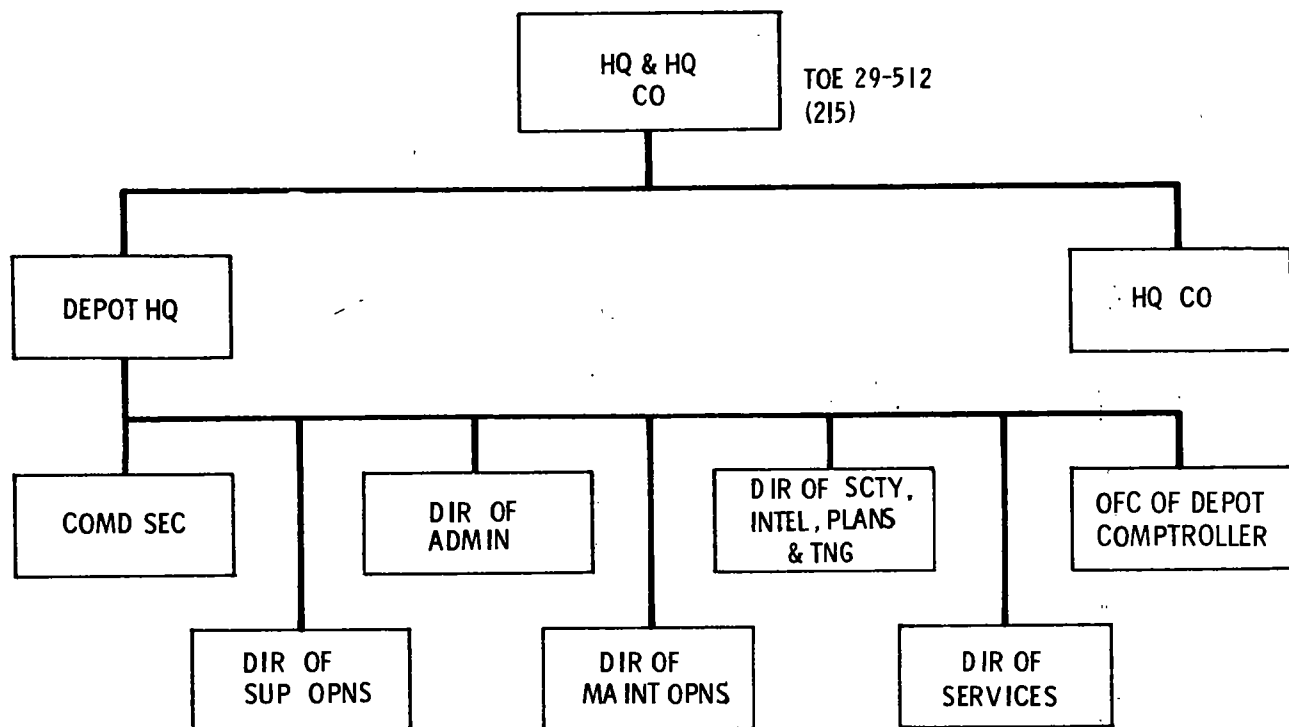


Figure 21-4. HHC, field depot.

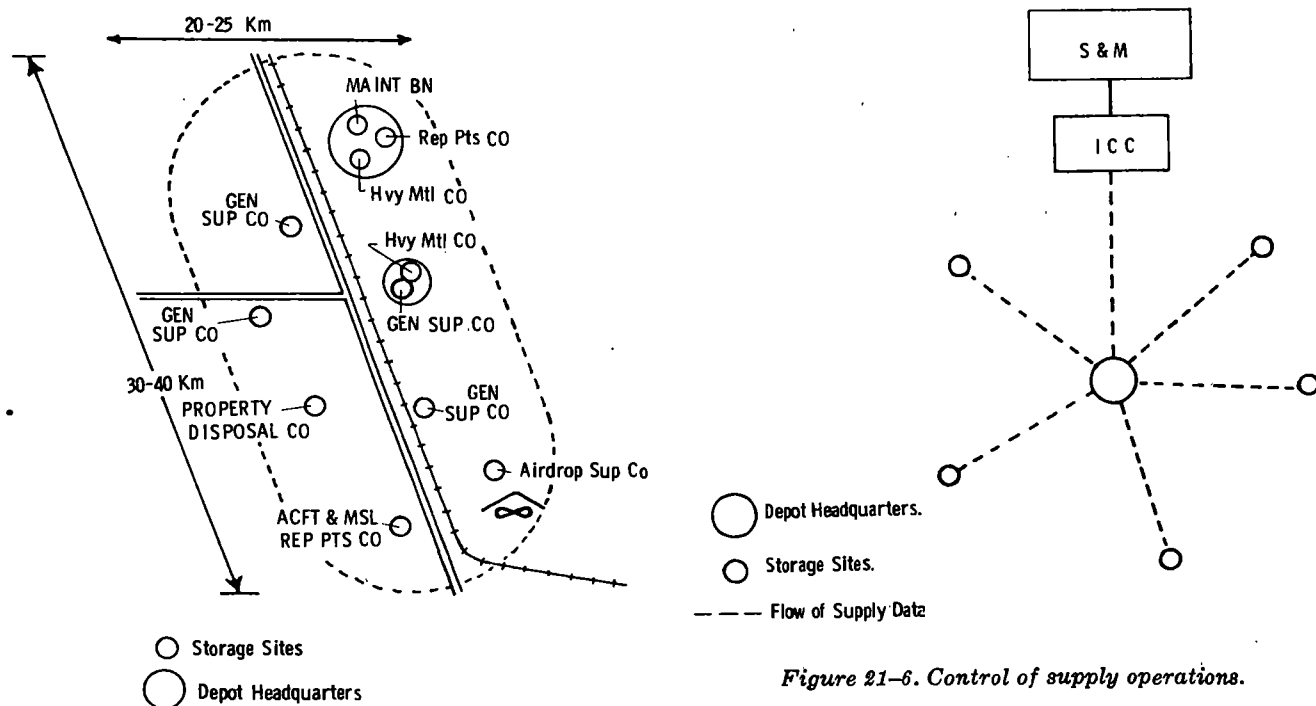


Figure 21-5. Type field depot complex.

Figure 21-6. Control of supply operations.

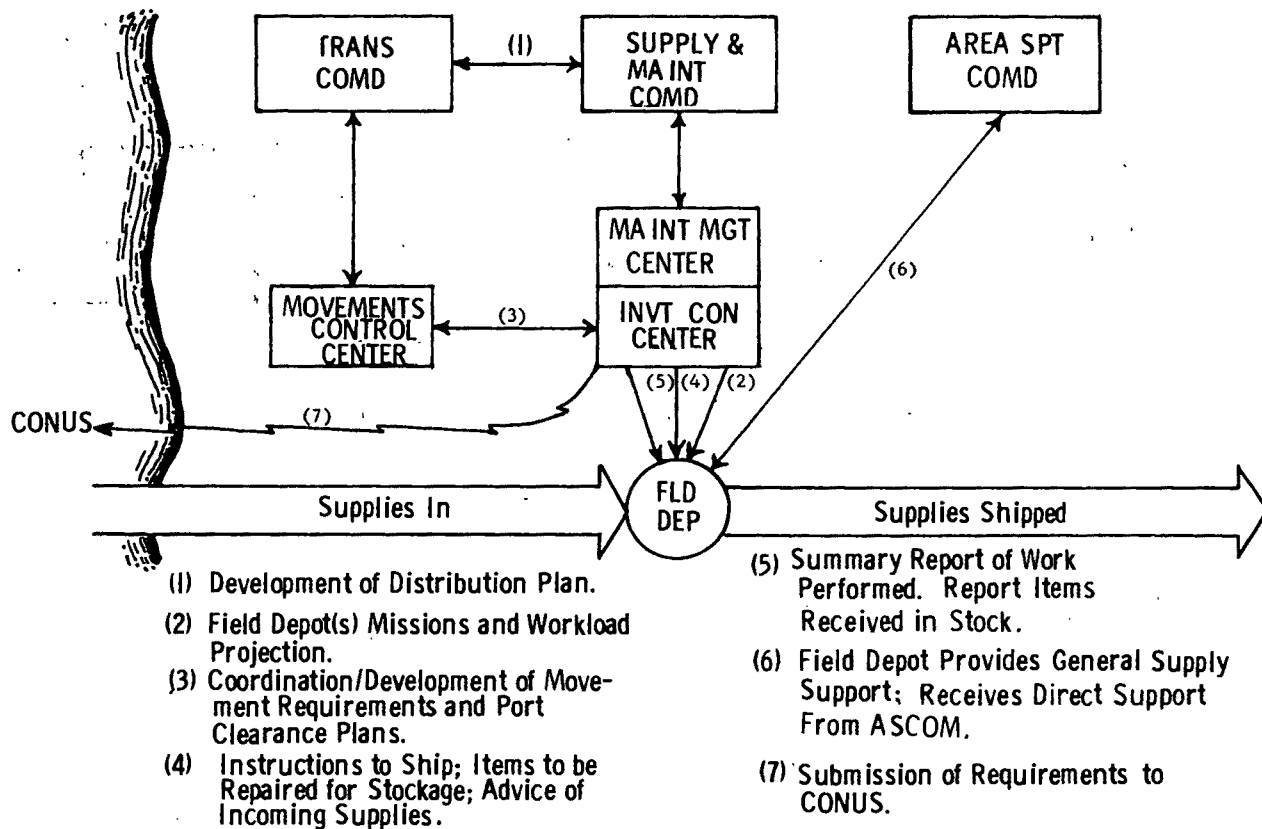


Figure 21-7. Field depot position in operations.

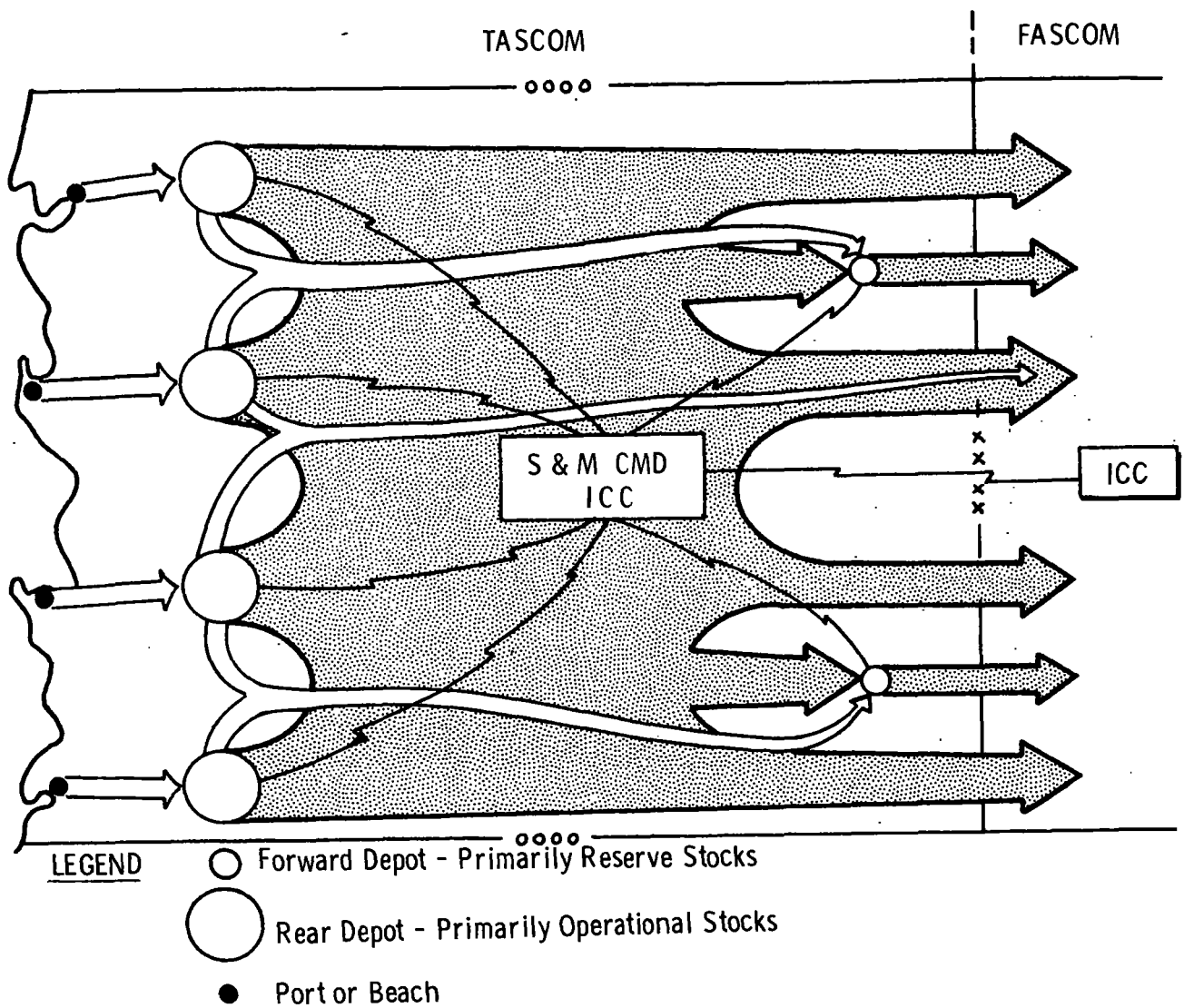


Figure 21-8. Depot distribution pattern.

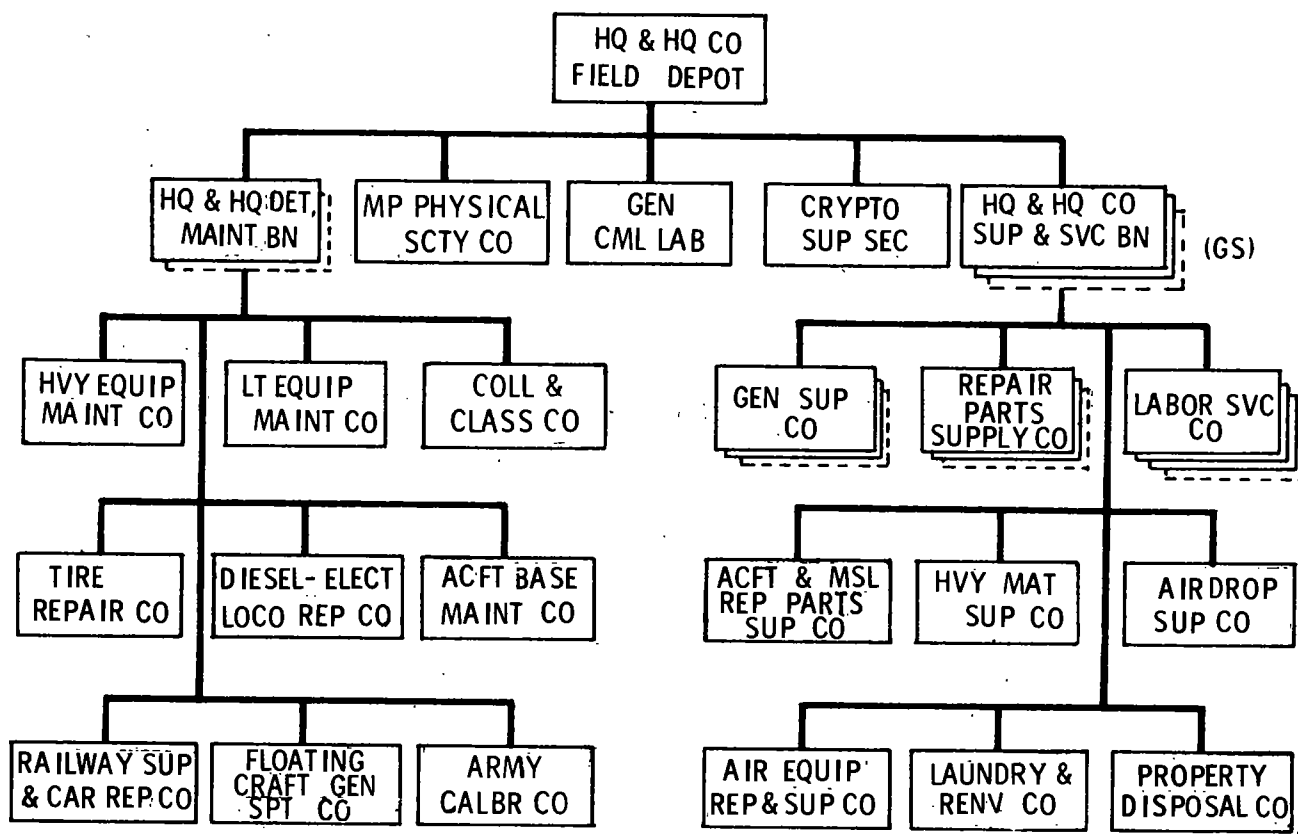


Figure 21-9. Type configuration for a field depot.

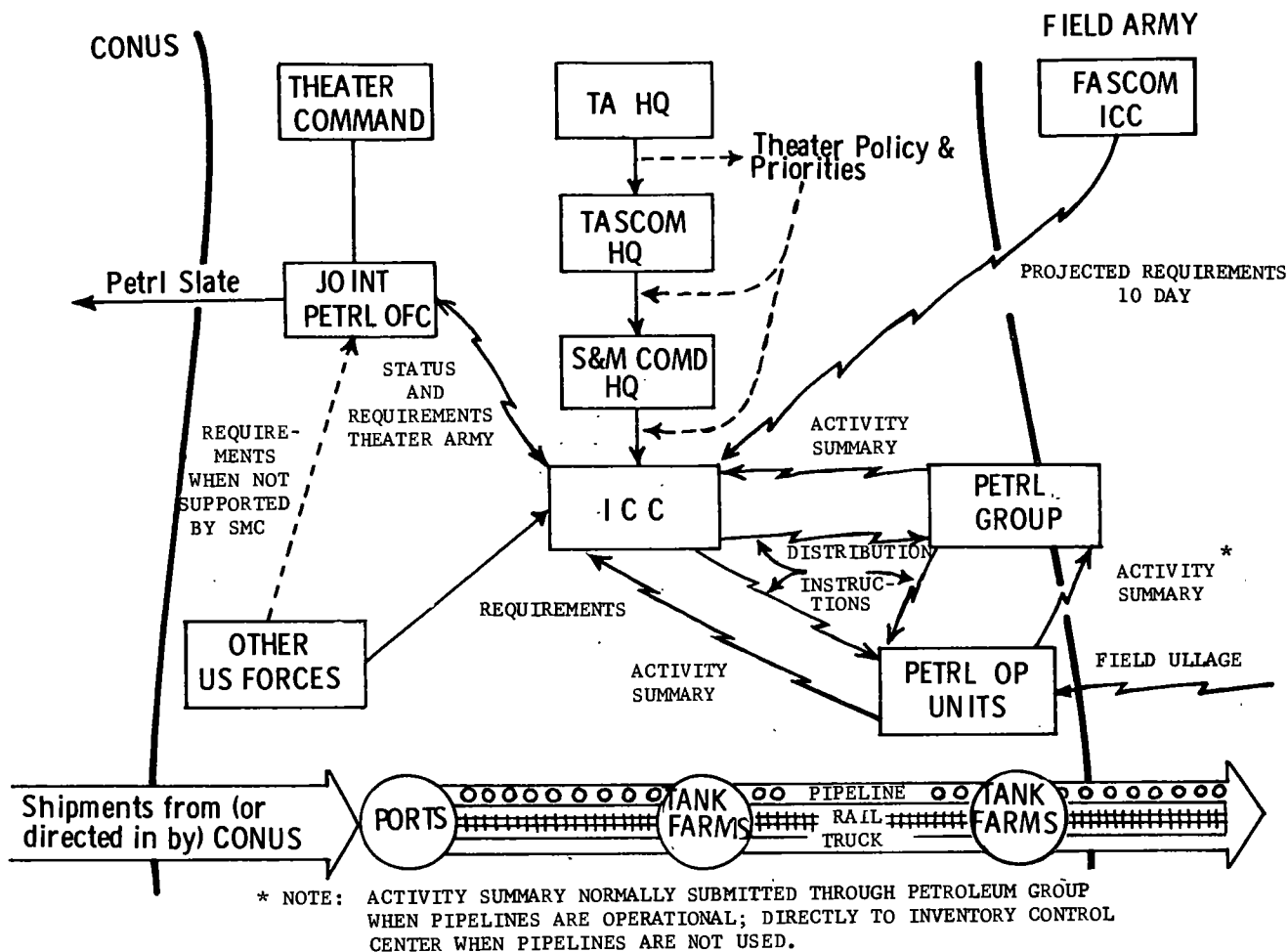


Figure 21-10. Petroleum requirements and distribution.

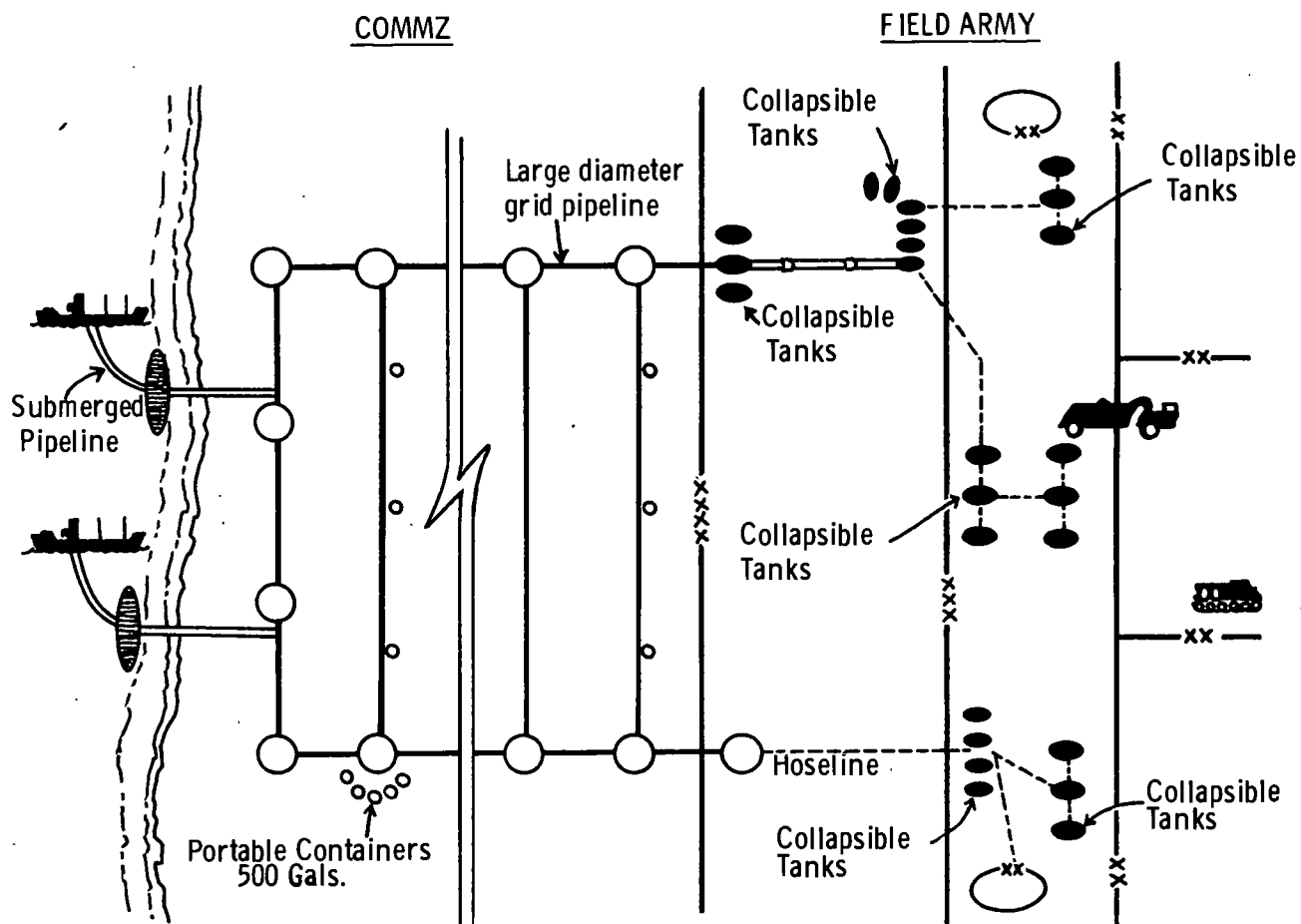


Figure 21-11. Theater petroleum system.

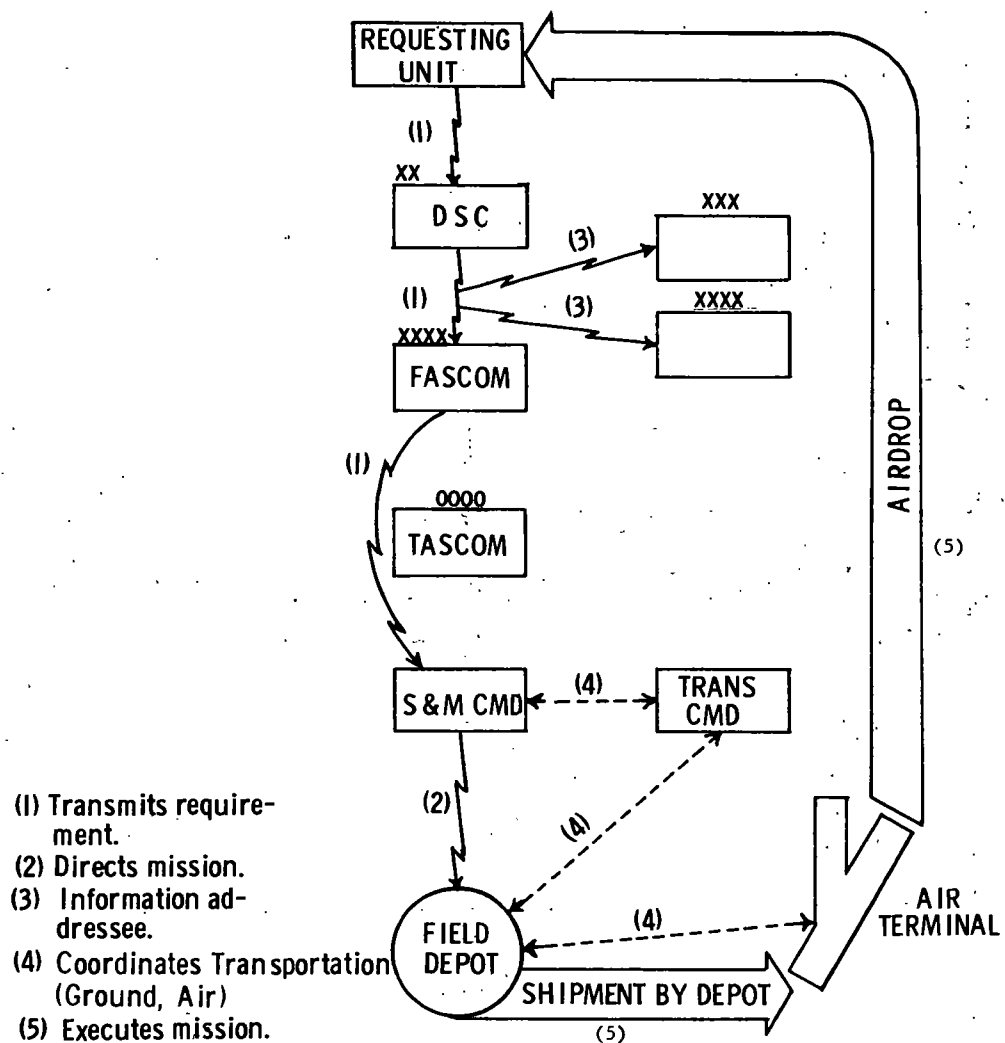


Figure 21-12. Airdrop request.

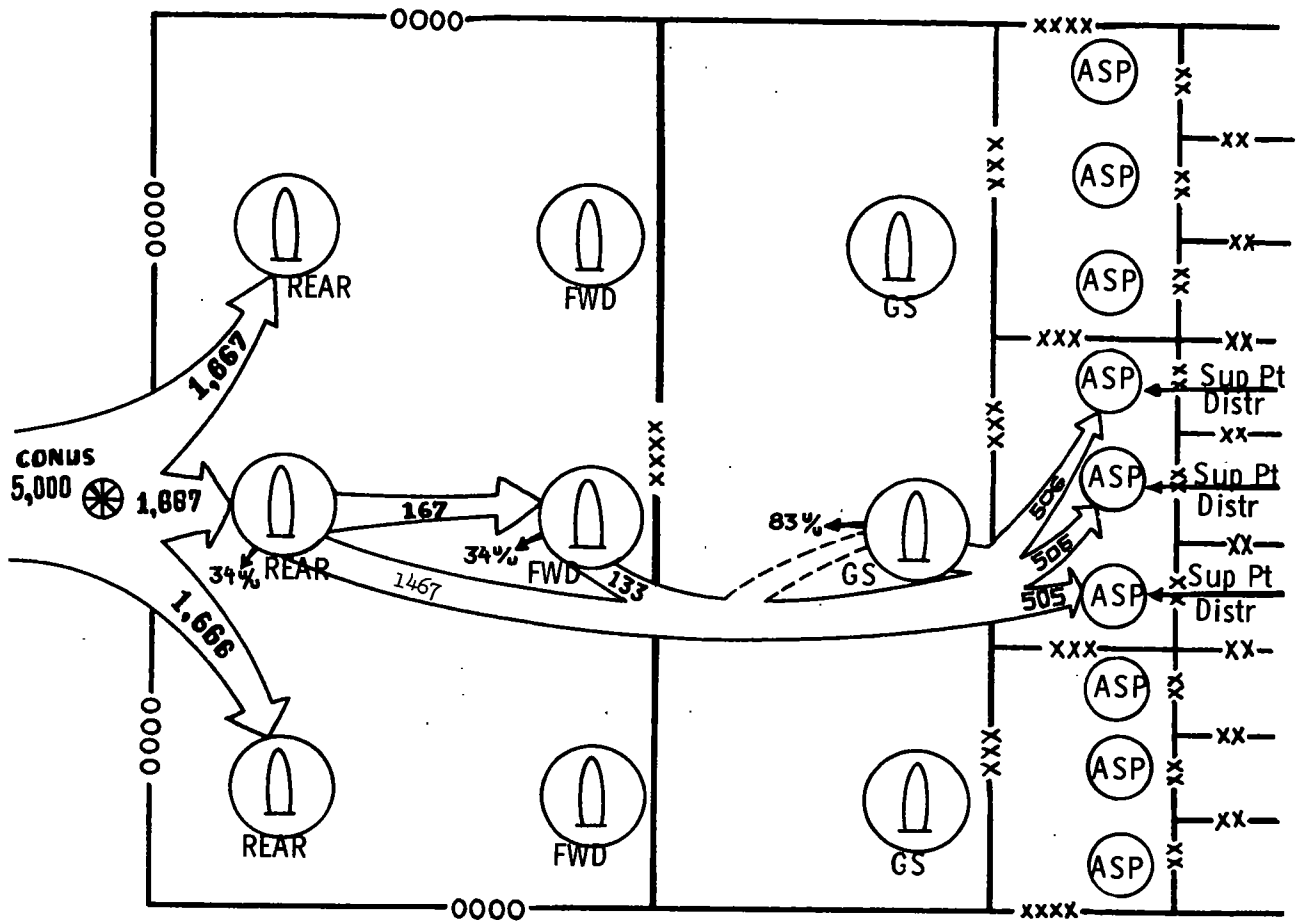


Figure 21-13. Supply and maintenance command, TASCOM.

127, Signal Operations Company, Medium Headquarters, for communications services; and upon TOE 19-77, Military Police Company, for traffic control, identification and control of personnel and for internal security of the headquarters; and upon TOE 12-67, Personnel Service Company, for personnel administration services.

21-16. Supply and Service Units

a. Inventory Control Agency, TOE 29-502 (fig. 21-16) exercises integrated inventory management for all designated theater army stocks. It is assigned to the Supply and Maintenance Command on the basis of one per Supply and Maintenance Command and has the following capabilities:

(1) Provides—

- (a) Storage and distribution direction.
- (b) Receipt and processing of requisitions from supported commands and other designated activities.
- (c) Review and analysis of demands and computations of theater army requirements for supplies and equipment.
- (d) Continuous study of the supply system.
- (e) Personnel for operations of a Special Ammunition Logistical Element (SALE) at TASCOC or other designated headquarters.

(2) Initiates, within policies and directives of Supply and Maintenance Command headquarters, action to fulfill supply requirements by requisition on CONUS, local procurement, and/or redistribution of supplies.

(3) Approves, within established policies, additions to or deletions from theater army stockage lists and adjustments to requisitioning objectives.

(4) Reports significant supply data to the Supply and Maintenance Command staff.

(5) Determines effects of new or modified supply directives on the theater army supply management system.

(6) Coordinates, within policies and direc-

tives of Supply and Maintenance Command headquarters, with the Maintenance Management Center on repair of materiel to support the supply system and other related matters.

(7) This unit depends upon the Signal Operations Company, Medium Headquarters (TOE 11-127) for internal communications. External communications are provided by the common-user communication system installed by elements of the Theater Signal Operations Command. It depends upon the Automatic Data Processing Unit (TOE 12-540) for computer service support; the AG Personnel Service Company (TOE 12-67) for personnel services; area medical unit for medical services; and the Supply and Maintenance Command headquarters for chaplain service. Engineer and signal construction support is also required, especially when the unit is relocated. Transportation required to move the unit is provided by the Transportation Command.

b. Headquarters and Headquarters Company, Field Depot, TOE 29-512 (fig. 21-17) commands and provides for operational planning, control, and supervision of assigned or attached units required to operate a field depot. It is assigned to the Supply and Maintenance Command on the basis of one per field depot supporting 75,000 to 85,000 troops in the theater. Capabilities include—

(1) Provides the headquarters organization to command, provides operational planning for, and coordinates and supervises the operation, training and supply of assigned or attached units operating a field depot which—

(a) Receives, stores and issues Class I supplies.

(b) Receives, stores, issues and provides general support maintenance for all Class II and IV supplies, less medical supplies.

(c) Provides designated field services, to include the preparation of supplies for airdrop.

- (d) Maintains in storage, a prescribed portion of theater army stocks for which responsible.
 - (e) Organizes and provides for depot security and local area damage control.
 - (f) Provides a nucleus of personnel for the provision of centralized information on the location, condition and status of supplies and equipment stocked and/or maintained by the depot.
 - (g) Operates on a 24-hour basis.
- (2) Additional local security forces required to protect depot facilities from guerrilla activity, destruction, sabotage, or pilferage may be attached or provided by the area commander.
 - (3) When the supply and maintenance of rail and marine equipment and of medical materiel are assigned missions of the field depot, appropriate rail and marine and medical elements will be assigned or attached to provide appropriate skills for the necessary staff supervision, as well as the operating personnel and equipment.
 - (4) When cryptologistics support is a mission of the field depot, appropriate cellular cryptologic team(s) must be provided.
 - (5) When maintenance of ADPE is a support mission of the field depot, appropriate cellular ADP maintenance teams must be provided.
 - (6) This unit depends on appropriate signal operational units for internal and external signal communications facilities. It is dependent upon appropriate units for medical and veterinary services and for transportation support during displacement. Together with assigned or attached units, it is dependent upon the Area Support Group for personnel administration and postal services.
 - (7) Appropriate types of the following elements organized under the provisions of the TOE 500-series may be assigned or attached for mission support or for support of internal depot operations.
 - (a) Firefighting and utilities teams.
 - (b) MHE operating and maintenance teams.
 - (c) Tire repair detachments.
 - (d) Finance disbursing teams.
 - (e) Finance and accounting teams.
 - (f) Signal operating maintenance and service teams.
 - (g) Military police security, guard and dog teams.
 - (h) Mess, automotive maintenance, data processing, and aviation teams.
 - (i) Interpreter and translator teams.
 - (j) Decontamination and CBR center teams.
 - (k) Gas generator teams.
 - (8) A field depot supports 75,000–85,000 troops or force equivalent to two divisions plus supporting troops, based on the criteria shown below:
 - (a) *Tonnage.* Up to 2,300 tons, in and/or out, of Class I and Class II and IV supplies handled daily.
 - (b) *Storage.* Up to 20,000 tons of Class I and Class II and IV supplies handled.
- c. Headquarters and Headquarters Company, Supply and Service Battalion, TOE 29–146 (fig. 21–18) provides command, administrative, and technical supervision for attached supply and service units, direct support, general support. It is assigned to field depots of the Supply and Maintenance Command on the basis of one per two to five attached operating companies.
- d. General Supply Company, TOE 29–118 (fig. 21–19) establishes and operates a general supply facility for the receipt, storage, and issue of general supplies except those supplies associated with medical and cryptographic functions; repair parts; marine and rail supplies; and those supplies associated with the Heavy Material Supply Company. The General Supply Company maintains a portion of the theater army reserve stocks. It is assigned to a field depot of the Supply and Maintenance Command and may be attached to HHC, Supply and Service Battalion on the basis of capabilities shown in (1) through (5) below.

(1) Handling daily approximately 1,000 short tons of supplies of which eighty percent are handled mechanically and twenty percent are handled manually. The 1,000 short tons include a factor of 2.5 for receiving, intrastorage handling and issue.

(2) Maintains a stock of up to approximately 12,500 line items which constitutes the authorized stockage list.

(3) Maintains the portion of theater reserve stocks for which the unit is responsible.

(4) Appropriate teams from the TOE 10-500-series must be provided when the company handles Class I perishable subsistence.

(5) When authorized by the theater commander, one or more of the following teams organized under the provision of TOE 5-500, Engineer Service Organization, may be assigned or attached to provide appropriate services or facilities.

(a) Gas generating (3 per TASCOT).

(b) Carbon dioxide generating (1 per TASCOT).

e. Repair Parts Supply Company, General Support, TOE 29-119 (fig. 21-20) provides wholesale repair parts support exclusive of air-drop items, cryptographic and topographic materiel, items peculiar to missile systems, medical items, Class V items, and repair parts for aircraft and aircraft armament systems. It is assigned to a field depot of the Supply and Maintenance Command and may be attached to HHC, Supply and Service Battalion, TOE 29-146 on the basis of capabilities stated in (1) through (4) below.

(1) This unit, at full strength, provides repair parts supply support for the equivalent of two to four direct support and two general support maintenance battalions.

(2) Receipt, storage, and shipping of approximately 40,000 to 45,000 line items.

(3) Storage of up to 30-days supply.

(4) Operating elements of the company are staffed for two-shift operations.

f. Aircraft and Missile Repair Parts Supply Company, General Support, TOE 29-129 (fig. 21-21) provides wholesale repair parts supply support for army aircraft, army aircraft armament subsystems, avionics, and missiles, less repair parts peculiar to special ammunition. It is assigned to a field depot of the Supply and Maintenance Command and may be attached to HHC, Supply and Service Battalion, TOE 29-146 on the basis of capabilities stated in (1) through (3) below.

(1) Provides wholesale repair parts support for army aircraft and army aircraft armament systems. The total number of repair parts to support army aircraft and army aircraft armament systems is estimated at 10,000 line items. Items provided include only those which are peculiar to army aircraft, army aircraft armament subsystems and avionics.

(2) Provides wholesale repair parts support (less repair parts peculiar to special ammunition) for Nike Hercules, Hawk, Sergeant, and Pershing missile systems. The total number of repair parts to support the missile systems is estimated at 20,000 line items. Items provided include only those which are peculiar to missile systems. (LIMITATION: No stockage criteria is currently available for new missile systems such as Lance, Shillelagh, TOW, Redeye, and Chaparral programmed during TASTA-70 time frame. When these or other items are introduced in the system, appropriate changes in this TOE will be required.)

(3) Maintains the portion of theater reserve stocks of repair parts for which this unit is responsible.

g. Heavy Materiel Supply Company, General Support, TOE 29-127 (fig. 21-22) receives, stores, maintains in-storage, prepares for issue, and issues all types of self-propelled and towed equipment (other than air, marine, and rail) to divisions and nondivisional direct support units; receives, stores, and issues fortification and con-

struction supplies and bridging equipment; and combat loads equipment prior to issue. It is assigned to a field depot of the Supply and Maintenance Command and may be attached to HHC, Supply and Service Battalion on the basis of capabilities stated in (1) through (6) below.

- (1) Provides general support supply of Class II and IV wheeled, tracked, and towed end items other than air, marine, and rail.
- (2) Performs all required operations incident to the receipt, storage, processing for issue, and issue of combat equipment and tactical and special purpose vehicles. Processing includes the initial processing, deprocessing, in-storage (organizational) maintenance, installation, and inspection of vehicular mounted communications equipment.
- (3) Performs combat loading of vehicles prior to issue, when required.
- (4) Operates a supply point for the receipt, storage and daily issue of approximately 150 tons of fortification and construction supplies.
- (5) Maintains a stock of approximately 2,200 line items which constitutes the authorized stockage list.
- (6) Maintains the portion of theater reserve stocks for which the unit is responsible.

h. Airdrop Supply Company, TOE 10-407 (fig. 21-23) provides parachute packing, temporary storage and rigging of supplies and equipment for airdrop by Army, Air Force, and/or other service aircraft and provides technical assistance in the recovery and evacuation of airdrop equipment. It is assigned to a field depot of the Supply and Maintenance Command and may be attached to HHC, Supply and Service Battalion on the basis of capabilities stated in (1) through (5) below.

- (1) Receives, stores, and prepares (to include packing of parachutes and rigging of loads) 200 tons daily of selected items of all classes of supplies and equipment for airdrop by free, high velocity, low velocity drop techniques, or by low altitude extraction or drop systems.

- (2) Maintains the stock of airdrop equipment and selected items of all classes of supplies and equipment required for airdrop operations as designated by the ICC.
- (3) Performs organizational maintenance on TOE airdrop equipment and provides direct exchange for personnel parachutes used in army aircraft.
- (4) Assists, as required, in the loading of supplies in aircraft for airdrop, and the ejection of supplies from aircraft in flight.
- (5) Supplements, when necessary, the capabilities of other units engaged in parachute packing, parachute maintenance and airdrop support operations. Provides technical assistance in recovery and evacuation of airdrop equipment.

i. Airdrop Equipment Repair and Supply Company, TOE 10-417 (fig. 21-24) establishes and operates a depot for supply, direct and general support maintenance, and reclamation of airdrop equipment. It is assigned to a field depot of the Supply and Maintenance Command and may be attached to HHC, Supply and Service Battalion, TOE 29-146 on the basis of capabilities stated in (1) through (5) below.

- (1) Receives, classifies, and performs direct and general support maintenance on airdrop equipment in support of one Airdrop Supply Company, TOE 10-407 or one Airborne Division, TOE 57.
- (2) Requisitions, receives, stores, and issues airdrop equipment.
- (3) When necessary, supplements the parachute packing and maintenance activities of other units engaged in airdrop of personnel and equipment.
- (4) Performs direct and general support level maintenance on airdrop equipment utilized in army aircraft.
- (5) Maintains a prescribed level of airdrop equipment.

j. Laundry and Renovation Company, TOE 10-437 (fig. 21-25) provides for receipt, classification, laundry, renovation and temporary

storage of light textile items. It is assigned to a field depot of the Supply and Maintenance Command and may be attached to HHC, Supply and Service Battalion, TOE 29-146, on the basis of capabilities in (1) through (3) stated below.

- (1) Provides for receipt, classification, and temporary storage of an average of approximately 15 tons of light textiles per week.
- (2) Provides laundry service up to 33,000 pounds per week in support of—
 - (a) Renovation activities and
 - (b) Seasonal items for return to depot stocks or
 - (c) When authorized, support laundry impregnation operations at fifty percent of its laundry capacity.
- (3) Provides renovation of light textile items for approximately 12,000 items per week.

k. Property Disposal Company, TOE 29-504 (fig. 21-26) provides for receipt, final classification, preparation, temporary storage and disposal of scrap, waste and surplus materials. It is assigned to a field depot on the basis of one per 150,000 to 200,000 troops supported. Capabilities include—

- (1) Receipt, segregation and final classification of approximately 1,000 tons of scrap, waste and surplus materials per day.
- (2) Temporary storage and preparation (reducing to size and/or cube) of approximately 1,000 tons of material for shipment or disposal as directed.
- (3) This unit is dependent upon the General Chemical Laboratory Company, TOE 3-97, for laboratory analysis and identification of unknown materials.
- (4) Additional labor required for the receipt, segregation, classification, and other disposal operations will be provided, as required, by TOE 29-449, Labor Service Company, or other theater labor sources.

l. Labor Service Company, TOE 29-449 (fig. 21-27) provides military personnel for general duty where security and strict military control are required. This unit may, when authorized, provide necessary guards for prisoners of war when performing general duties incident to combat service support activities, the ratio of

guards to prisoners of war varying with the circumstances. It is assigned to subordinate headquarters of the Supply and Maintenance Command on the basis of capabilities stated in (1) and (2) below.

- (1) This unit, when handling assorted supplies, depending on bulk and movement involved, provides the following tonnage capabilities:

Unit	Labor personnel	Capability in tons per hour
Company -----	136	68.0
Platoon -----	34	17.0
Section -----	17	8.5

- (2) Requirements for this unit are based upon the following formula:

$$\text{Units required} = \frac{\text{Tons to be handled}}{\text{Time Limit (hrs) X Unit Capability}}$$

m. General Chemical Laboratory, TOE 3-97 (fig. 21-28) provides chemical laboratory services on a theater-wide basis. It is assigned to a field depot of the Supply and Maintenance Command on the basis of one per theater of operations and has the following capabilities:

- (1) Provides chemical testing and analysis of chemical, biological, and radiological activities in the theater of operations, with the identification of chemical and radiological agents the major interest.
- (2) Provides theater laboratory development of temporary devices and measures for chemical, biological, and radiological activities.
- (3) Analyses, within its capabilities, chemicals and other items procured in the theater to assure that the contract specifications are satisfied.
- (4) A suitable building or buildings are required for efficient laboratory operations.
- (5) This unit is dependent upon other units for an adequate supply of purified water, explosive ordnance disposal services (shell tapping and demilitarizing), mess, motor maintenance, supplemental transportation, and religious support.
- (6) Attachment of this unit must be predicated upon its ability to be responsive to priorities established by the theater commander. The unit serves as

a theater laboratory and performs services for theater Air Force, theater Navy, and Allies, as well as theater Army.

21-17. Petroleum Units

a. Headquarters and Headquarters Detachment, Petroleum Group, TOE 10-202 (fig. 21-29) plans, controls, and supervises the operation and maintenance of a single military petroleum distribution system or several separate systems and commands assigned and/or attached units. It is assigned to the Supply and Maintenance Command on the basis of one per single integrated military petroleum distribution system operated by two or more petroleum operating battalions; one per two to five separate military petroleum distribution systems, each operated by a petroleum operating battalion; or as required in the theater of operations for petroleum logistics planning. Capabilities include—

- (1) Provides command, administrative, technical, and operational supervision for two or more petroleum operating battalions and other assigned or attached units required for the operation and maintenance of a single integrated military petroleum distribution system or several separate systems.
- (2) Conducts operational planning for the development and extension of the system(s) controlled.
- (3) Operates on 24-hour basis.
- (4) One or more of the following organizations may be assigned or attached to this headquarters by the theater army support command commander.
 - (a) TOE 5-177, Engineer Pipeline Construction Support Company.
 - (b) TOE 10-205, Petroleum Operating Battalion.
 - (c) TOE 10-207, Petroleum Operating Company.
 - (d) TOE 29-449, Labor Service Company.
 - (e) TOE 19-76, Headquarters and Headquarters Detachment, Military Police Battalion, with three Military Police Companies, TOE 19-77.

(f) TOE 55-18, Transportation Medium Truck Company (Petroleum).

(g) Appropriate detachments, as required, organized under the provisions of the TOE 500-series, to provide—

1. Engineer firefighting and utility teams.
 2. Administrative, general duty, and petroleum teams.
 3. Signal operating, maintenance, and service teams.
 4. Military police security guard and dog teams.
 5. Mess and automotive maintenance teams.
 6. Interpreter and translator teams.
 7. Transportation highway transport teams.
- (5) Security forces required to protect petroleum terminal and other facilities from guerrilla activity, destruction, sabotage, or pilferage must be attached or provided by the area commander in which the facilities are located.
- (6) The augmentation section provides light military aircraft for command, staff supervision, liaison, pipeline inspection, and reconnaissance.

b. Headquarters and Headquarters Company, Petroleum Operating Battalion, TOE 10-206 (fig. 21-30) provides command, administration, technical and operational supervision for the Petroleum Operating Battalion for the operation and maintenance of an integrated military petroleum distribution system. It is assigned to a Petroleum Group of the Supply and Maintenance Command on the basis of one per six to eight assigned or attached companies or their equivalent. Capabilities include—

- (1) Commands the Petroleum Operating Company, TOE 10-207 and other assigned or attached units.
- (2) Plans, controls, and supervises the operation and maintenance of an integrated military petroleum distribution system to include approximately 500 kilometers (300 miles) of multiproduct petroleum pipelines and related terminal facilities.

- (3) Supervises a program for quality surveillance of petroleum products and operates a base petroleum products laboratory.
- (4) Operates a central dispatching agency to schedule and direct the flow of bulk petroleum through the multiproduct military pipeline.
- (5) Coordinates the movement of bulk petroleum and petroleum products by means other than pipeline.
- (6) Operates on a 24-hour basis.
- (7) The petroleum wharf platoon provides personnel and equipment to operate, on a 24-hour basis, a petroleum wharf facility for the receiving and discharging or loading of oceangoing tankers by means of a wharf and/or off-shore facilities. A personnel section is authorized when personnel action service by an AG personnel unit is not available. The technical support section is authorized when the unit operates without a senior headquarters.

c. Petroleum Operating Company, TOE 10-207 (fig. 21-31) operates military petroleum terminal and pipeline facilities for the storage and distribution of petroleum products for which the petroleum organization has supply responsibility. It is assigned to a petroleum operating battalion of the Supply and Maintenance Command on the basis of requirements for unit capabilities as follows:

- (1) Operates petroleum terminal facilities for the receipt, storage, bulk transfer, issue and distribution of petroleum products for which the petroleum organization has supply responsibility to include—
 - (a) Operation, on a 24-hour basis, of a tank farm complex for storage of 100,000 to 500,000 barrels of bulk petroleum, depending upon capacity of storage facilities constructed in accordance with drawings in TM 5-302, and/or of hasty bulk fuel storage reservoirs when constructed. The complex consists of two tank farms, each with a capacity ranging from 50,000 to 250,000 barrels.

- (b) Operation of loading and hoseline delivery facilities for shipment by barge, tank car, petroleum tank vehicle and collapsible hoseline of approximately 250,000 gallons of bulk petroleum per day.
- (c) Delivery of bulk petroleum products by organic vehicles (two trips—75 percent availability)—52,000 gallons.
- (d) Provision for the operation of 10 miles of flexible hoseline operations, when required.
- (e) Provision of limited bulk reduction capabilities to maintain reserves and to augment the capabilities of supported units when required.
- (2) Operates, on a 24-hour basis, four pump stations for delivery of bulk petroleum via six- or eight-inch multiproduct coupled pipeline. On level terrain, this constitutes the operation of approximately 100 kilometers (60 miles) of pipeline.
- (3) Maintains a prescribed reserve of petroleum products for which the petroleum organization has supply responsibility.
- (4) When authorized additional hoseline teams from TOE 10-500, hoseline operations may be increased to provide additional separate lines, not to exceed 10 miles in length, to major consumers and direct support units.
- (5) This unit is dependent upon TOE 5-500 for firefighting teams, as required, upon TOE 10-500 for materials handling teams to support increased tonnage requirements, and upon area medical service for necessary medical support.
- (6) This unit is dependent upon the AG Personnel Service Unit for processing personnel administrative actions to include classification, personnel affairs, maintenance of personnel records, pay actions, personnel accounting, casualty reporting, and rosters and orders affecting personnel actions.
- (7) Additional tank farms may be operated by the company when augmented

by tank farm sections, when authorized by the oversea Commander, (WAB-TOC) on the basis of one tank farm section per 250,000 to 500,000 barrels of storage facilities operated.

21-18. Maintenance Units

a. Maintenance Management Detachment, MTEL 29-403 (fig. 21-32) exercises integrated maintenance management over the maintenance activities of the command. In addition, the S&M Maintenance Management Detachment will operate as the Theater Maintenance Management Center and will provide data and reports to the TASCOM ACofS, Maintenance and CONUS as required. It is assigned on the basis of one per Supply and Maintenance Command and has the following capabilities:

- (1) Coordinates repair priorities with the ICC.
- (2) Maintains continuous evaluation workload and capability of maintenance units and cross levels workload or resources to achieve compatibility and highest efficiency.
- (3) Maintains materiel readiness status of command based on analyses of statistical data provided through ADP centers.
- (4) Determines requirements for maintenance personnel, units, skills, tools, and test equipment.
- (5) This unit requires appropriate signal communications support.

b. Headquarters and Headquarters Detachment, Maintenance Battalion, TOE 29-136 (fig. 21-33) is assigned to a field depot of the Supply and Maintenance Command on the basis of required supervision of from three to seven general support maintenance units performing a field depot maintenance mission. The battalion headquarters is responsible for command, control, administration, coordination and technical supervision of general support maintenance units. The basic mission is to use and control personnel, materiel, time and facilities for the accomplishment of the as-

signed maintenance mission in accordance with directives and policies. The battalion, when assigned or attached to a field depot, is a major maintenance element of the depot operating under the staff director of maintenance. The general support maintenance units attached or assigned to the field depot are for the most part the same TOE units that are assigned to the Army and Corps Support Brigades in FASCOM.

c. Army Calibration Company, TOE 29-227 (fig. 21-34) provides secondary reference and secondary transfer calibration service for all test and measuring equipment used with army materiel in depots, general and direct support units, and where required, to tactical units within a theater of operations. It is assigned to the Supply and Maintenance Command and attached to a forward maintenance oriented field depot on the basis of one per field army supported. The company is organized into a headquarters, a control office, and two calibration platoons. The company is organized to provide each platoon both secondary reference and secondary transfer sections. Each platoon can provide complete calibration service on an area basis. The secondary reference sections of the platoons will provide calibration support to the secondary transfer sections. The secondary transfer sections can provide calibration support to general and direct support units, depots, and when required, to tactical units. Secondary transfer sections have limited capability to repair supported units test and measuring equipment.

d. General Support Heavy Equipment Maintenance Company, TOE 29-137 (fig. 21-35) provides general support maintenance for equipment in the supply line in COMMZ depots and backup general support maintenance to the general support maintenance units of the FASCOM and Area Support Command. It provides support for components of wheeled and tracked vehicles, artillery, heavy construction equipment, heavy quartermaster equipment and vehicle mounted chemical equipment and end items of these categories when required. The supply, service and evacuation platoon includes a capability to repair canvas (tentage and tar-

paulins) and leather items. The company is assigned to field depots of the Supply and Maintenance Command on an "as required" basis depending upon the general support mission assigned the field depot. All field depots will not necessarily be allocated a maintenance mission. It has the capability to perform modifications of equipment within the field depot. When possible, the unit will operate on an assembly line basis using the combined assets of all organic elements. The maintenance platoons possess the capability to operate separately in the depot storage area for the performance of instorage maintenance and application of modifications. When authorized within the theater, the unit is capable of performing limited depot maintenance (rebuild). This capability can be increased by the utilization of local hire labor and authorization of additional shop equipment. The scope of maintenance performed will differ from the general support maintenance units of the field army in that the heavy maintenance company will recondition all repairable components evacuated to it for repair. This is accomplished by complete disassembly of the item, inspection of all components, repair or replacement of worn or unserviceable elements and subsequent reassembly of the items and return to depot stock. This unit will not rebuild end items of equipment unless directed by the Supply and Maintenance Command Maintenance Management Center through priorities or repair programs.

e. General Support Light Equipment Maintenance Company, TOE 29-134 (fig. 21-36) provides general support maintenance for light end items of equipment and components of chemical, engineer, quartermaster and signal equipment in field depot stocks or received from other sources. It may rebuild end items of the below listed categories when directed by higher headquarters. The scope of maintenance performed will differ from that performed by the GS Light Equipment Maintenance Company of the field army in that it will recondition all repairable items evacuated to it for repair in a manner similar to that outlined for the GS Heavy Equipment Maintenance Company. It is assigned to field depots of the Sup-

ply and Maintenance Command on the basis of required workloads of the depot. The company has the capability to provide general support maintenance for—

- (1) Chemical equipment (except vehicle mounted).
- (2) Power generators, electronic devices and instruments.
- (3) Office machines, sewing machines, ranges and heating units.
- (4) Signal items of radio, teletypewriter and electronics equipment.

f. Collection and Classification Company, TOE 29-139 (fig. 21-37) is not basically different from that of the same unit assigned in the Corps Support Brigade of the field army. The company will be assigned to field depots of the Supply and Maintenance Command which have a general support maintenance rebuild or overhaul mission assigned. It will establish and operate a collection and classification point for receipt, inspection, segregation, disassembly, preservation and disposition of serviceable and unserviceable class II and IV materiel evacuated to it from the field army and area support command elements in accordance with policies and directives of the TASCOC and Supply and Maintenance Command. All disposition of recoverable items and materiel to general support maintenance units for repair or overhaul will be directed by the maintenance management center of the Supply and Maintenance Command. The company has the capability to disassemble end items declared uneconomically repairable and to classify components and assemblies for repair, return to stock or disposal. The company can operate a cannibalization point, when authorized by higher headquarters, for items processed by the unit. The company reports all materiel generated from the cannibalization activity and its classification to the maintenance management center of the Supply and Maintenance Command for action or disposition.

g. Tire Repair Company, TOE 9-117 (fig. 21-38) receives, inspects, segregates, classifies, and repairs tires and tubes, evacuated to it for

repair and return to stock. It is assigned to a field depot of the Supply and Maintenance Command on the basis of capabilities described below. The company is so organized that one or more of its tire repair platoons may be detached and attached to another field depot within the Supply and Maintenance Command. The company is capable of performing approximately 300 sectional and spot repairs on tires as well as 600 tube repairs daily, operating on a two-shift basis. Tire repair programs will be directed and coordinated by the Supply and Maintenance Command.

h. Aircraft Base Maintenance Company, TOE 55-450 (fig. 21-39) overhauls and returns to serviceable condition aircraft components, major assemblies, armament systems and aircraft which do not require CONUS rebuild; assembles and services aircraft arriving in a theater of operations; processes aircraft components, major assemblies and aircraft for evacuation to CONUS; and provides contact maintenance and limited evacuation services for army aircraft downed in an area not supported by an aircraft direct support or general support maintenance company. The company contains twelve avionics and radar personnel and electrical repairmen to inspect, test, adjust, make minor repairs and replace avionics equipment. It is assigned to a field depot of the Supply and Maintenance Command and attached to a maintenance battalion on the basis of capabilities stated below. At full strength, the unit is capable of providing approximately 44,000 manhours per month of overhaul, aircraft assembly and backup general support maintenance per month; approximately 2,700 manhours per month for the overhaul of aircraft armament systems; and 2,700 manhours per month for avionics testing, inspection, adjustment and replacement. The company may be organized as a type B unit when appropriate indigenous personnel are available. It is dependent upon an aircraft operating unit for airfield operations. Augmentation must be provided if the unit is required to operate its own airfield.

i. Diesel-Electric Locomotive Repair Company, TOE 55-247 (fig. 21-40) performs heavy maintenance and inspection of diesel-electric

locomotives and railway cranes. It is normally assigned to a field depot of the Supply and Maintenance Command on the basis of one per 200 diesel-electric locomotives or railway cranes in the theater, but may operate in the vicinity of the units which it supports. It is capable of performing heavy maintenance in support of 200 diesel-electric locomotives and railway cranes in a theater.

j. Railway Supply and Car Repair Company, TOE 55-248 (fig. 21-41) performs general support and base maintenance and assembly of railway rolling stock and receives, stores and issues rail peculiar items to support rolling stock and locomotives. It is assigned to a field depot of the Supply and Maintenance Command but may be located in the vicinity of the units which it supports. It is allocated on the basis of one company per 2,500 items of rolling stock in the theater. At full strength, it is capable of providing maintenance for 2,500 units of rolling stock; and receiving, stowing and issuing 8,000 line items of supply per month.

k. Floating Craft General Support Company, TOE 55-157 (fig. 21-42) performs depot level maintenance of amphibious lighters, landing craft and other floating craft (training boats, harbor boats, control boats, etc.). It is assigned to a field depot of the Supply and Maintenance Command but may be located in the vicinity of the units which it supports. It is capable of providing 31,414 manhours per month of depot level marine maintenance; 1,668 manhours per month of inspection, test and replacement of radio and radar equipment; and receives, stores, and issues 8,000 line items per month of marine peculiar items.

21-19. Ammunition Units

a. The overall organizational chart for the Ammunition Group, Supply and Maintenance Command is depicted in figure 21-43.

b. Headquarters and Headquarters Company, Ammunition Group, TOE 9-22 (fig. 21-44) provides command and operational control over four to six direct support/general support (DS/GS) ammunition battalions providing ammunition service to a field army slice of the

communications zone. It supervises the supply and maintenance of conventional and special ammunition and general support, support of special ammunition peculiar repair parts. It is assigned to the Supply and Maintenance Command on the basis of one per field army slice of COMMZ. In support of an eight-division force the ammunition group will consist of two DS/GS ammunition battalions with two or three operating companies, and two DS/GS ammunition battalions with five or six operating companies. For a 12-division field army, one each of the two differently organized ammunition battalions would be added.

c. Headquarters and Headquarters Company, Ammunition Battalion, TOE 9-36 (fig. 21-45).

- (1) Provides command and operational control over an ammunition depot complex consisting of conventional and special ammunition. Two battalions would have a guided missile general support maintenance company assigned for operation of a missile maintenance facility within the depot complex.
- (2) Furnishes ammunition service data concerning about 400 DODAC line items of conventional ammunition to the supply and maintenance command inventory control center for the accomplishment of inventory and stock control in the theater.
- (3) Commands two to six ammunition operating companies.
- (4) Provides technical assistance to supported firing units.

d. Ammunition Company, DS/GS, TOE 9-38 (fig. 21-46) establishes and operates a conventional ammunition depot for the receipt, storage and issue or shipment of all items of conventional ammunition including certain high density, low maintenance missiles. Performs in-storage maintenance and technical escort of ammunition. It is assigned to a Supply and Maintenance Command Ammunition Battalion DS/GS on the basis of one per forward ammunition complex of four per rear ammunition depot complex. Capabilities in-

clude—lift about 1,680 short tons of conventional ammunition per day; lift is defined as the act of physically picking up and setting down ammunition in the course of operations. Manually maintains ammunition lot locator, surveillance and other records as may be required. May operate a conventional ammunition depot alone (forward) or in conjunction with other ammunition companies DS/GS (rear). Operates from two separate locations when required. Performs in-storage maintenance (repairing containers, cleaning, spot painting, restenciling) of conventional ammunition items, and technical escort services.

e. Special Ammunition Company, GS, TOE 9-48 (fig. 21-47) provides complete round general supply support for missiles, large rockets, nuclear projectiles and atomic demolition munitions to include replacement components and general support of repair parts peculiar to warheads and explosive components. Furnishes special ammunition and associated test and handling equipment backup general support maintenance to the field army. This includes repair of nuclear weapons, training equipment, weapon disassembly, assembly and repair, component replacement, modification, surveillance, maintenance calibration (less missile peculiar electronic and mechanical assemblies and test equipment). Provides for the evacuation of repairable, unserviceable missile peculiar electronic and mechanical assemblies and components to the guided missile maintenance facility or to designated CONUS facilities. Performs evacuation, demilitarization, disposition and/or destruction of unrepairable missiles and large rockets, and unusable/nonrepairable nuclear weapons materiel. Furnishes, within unit capabilities, direct supply support to firing units located in COMMZ. It is assigned to a Supply and Maintenance Command Ammunition Battalion DS/GS on the basis of one per forward and one per rear ammunition depot complex. Capabilities include—receives, stores, ships and performs surveillance of reference mission materiel. The nuclear weapons assembly capability is classified SECRET. Performs maintenance of mission items, including renovation of component replacements, modifi-

cation, disassembly and assembly of all components, except missile peculiar electronic and mechanical components. Provides for the evacuation of unserviceable missile peculiar electronic and mechanical components to a guided missile maintenance company, GS. Operates special ammunition depots as a part of the ammunition depot complexes in the communications zone. Performs munitions safety control functions, both internal as well as technical escort services.

f. Military Police Physical Security Companies are attached to the Supply and Maintenance Command Ammunition Battalions DS/GS on the basis of one per Special Ammunition Company GS. The mission, assignment, capabilities and basis of allocation are covered in Volume IV, Area Support Command.

g. Guided Missile Maintenance Company, GS, TOE 9-59 (fig. 21-48) provides general

support maintenance for all nonexplosive components of supported missile systems to include missile system peculiar ground guidance, launching, test and handling equipment. Performs inspection, modification, and maintenance of missiles and missile components (less warhead sections and explosive components) in the theater Class V supply system. It is assigned to Supply and Maintenance Command Ammunition Group on the basis of two per field army slice of COMMZ. Capabilities include—provides general support maintenance and repair of assemblies, subassemblies, test equipment, ground support equipment, and technical assistance in support of Nike Hercules, Hawk, Sergeant, Pershing, Lance, TOW, Shillelagh, Chaparral and Redeye missile systems. Furnishes direct support, as required, to those missile systems located within the communications zone as well as requisite technical assistance to using units and general support special ammunition companies.

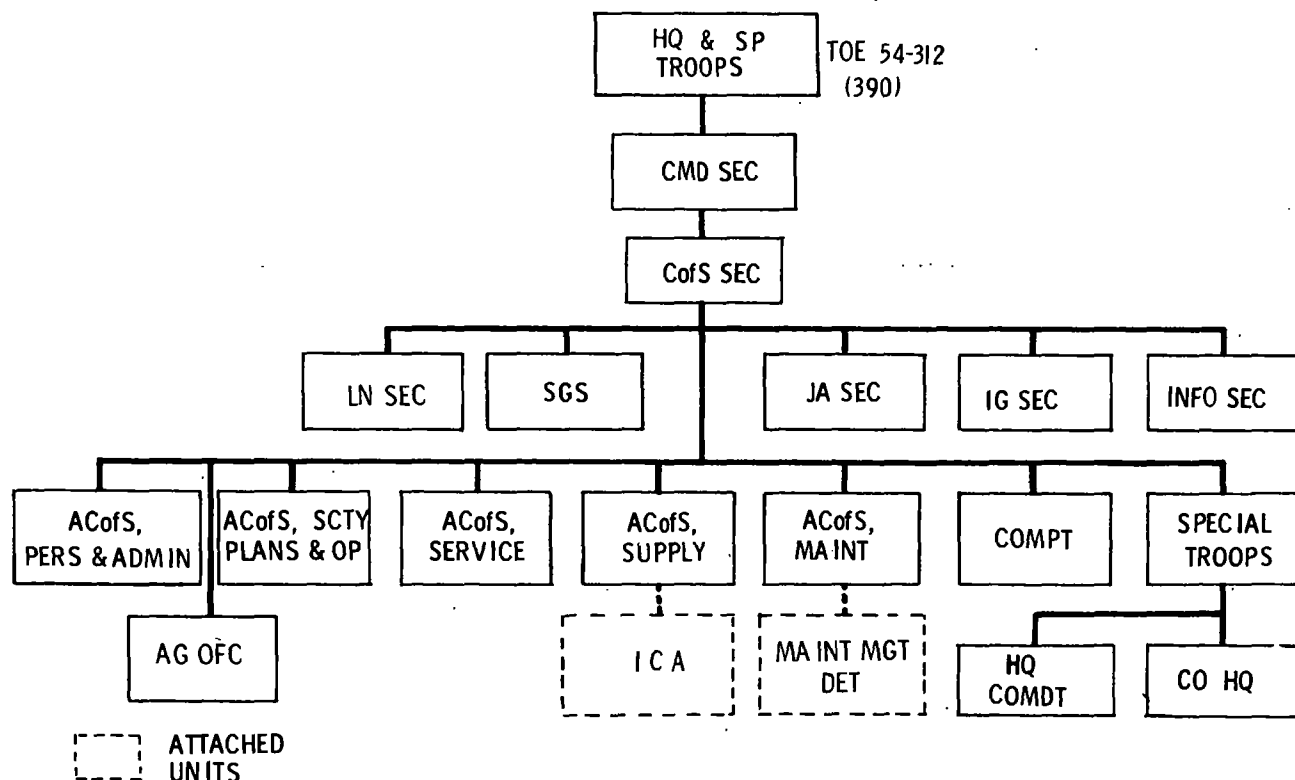


Figure 21-15. Headquarters and special troops, supply and maintenance command.

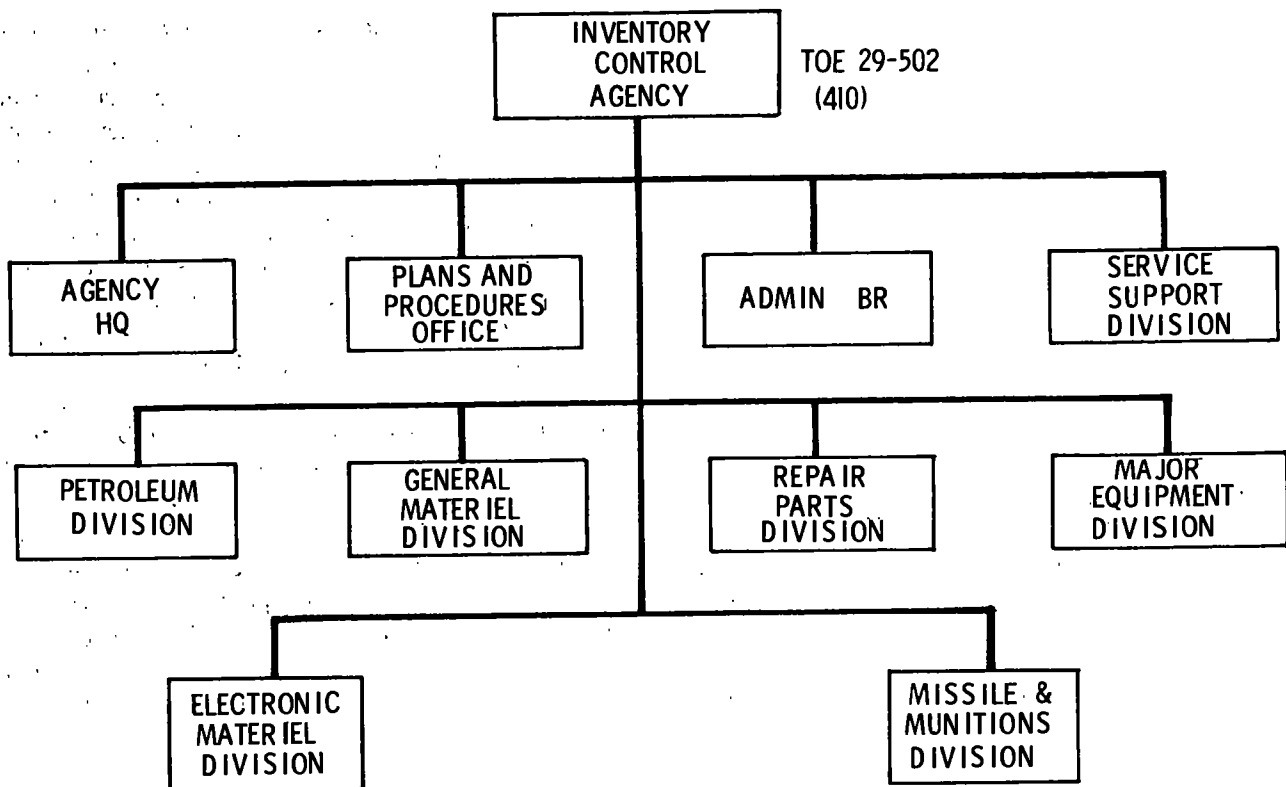


Figure 21-16. Inventory control agency, supply and maintenance command.

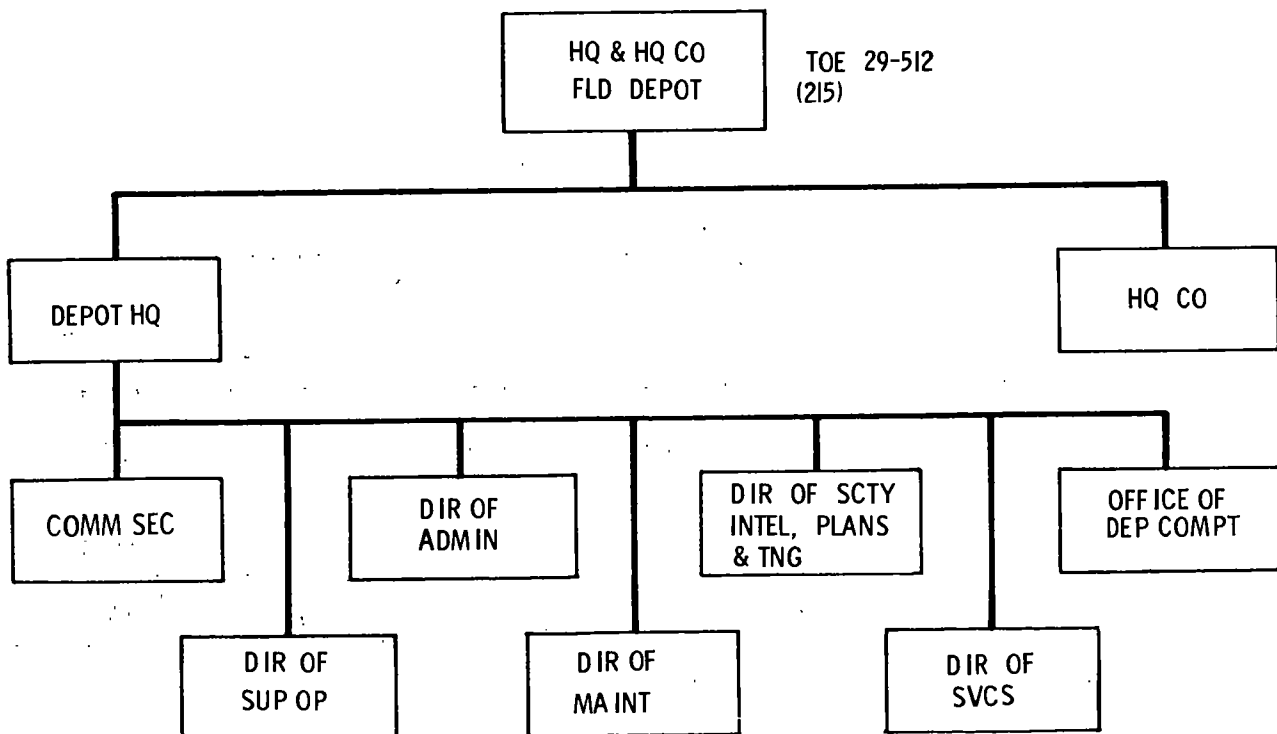


Figure 21-17. HHC, field depot.

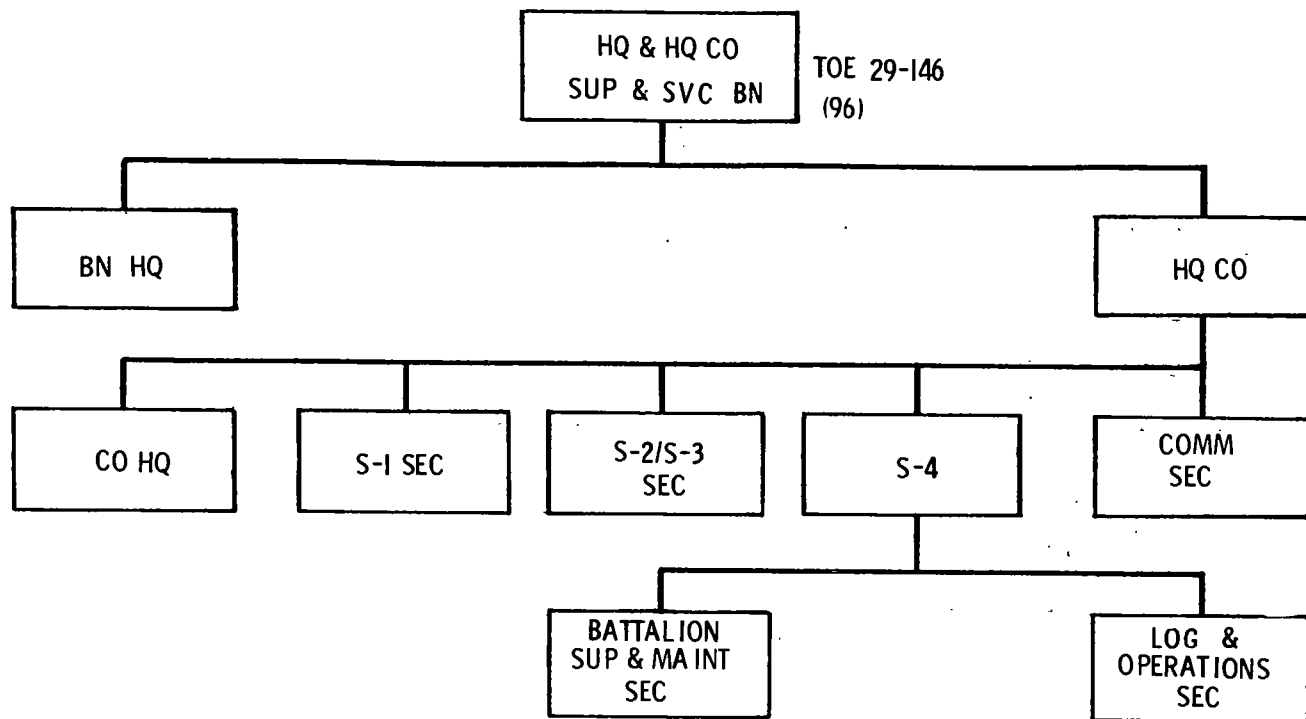


Figure 21-18. HHC, supply and service battalion.

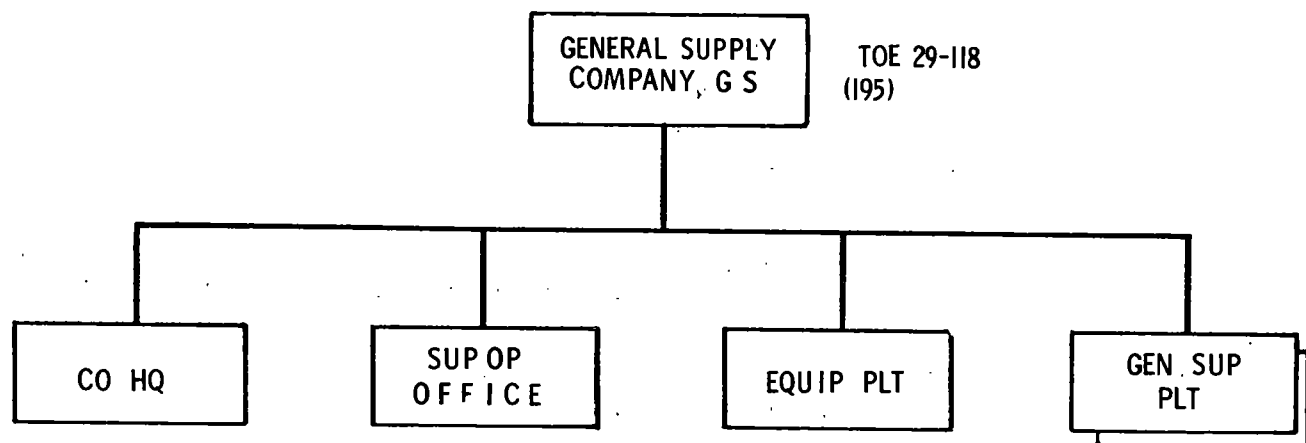


Figure 21-19. General supply company, general support.

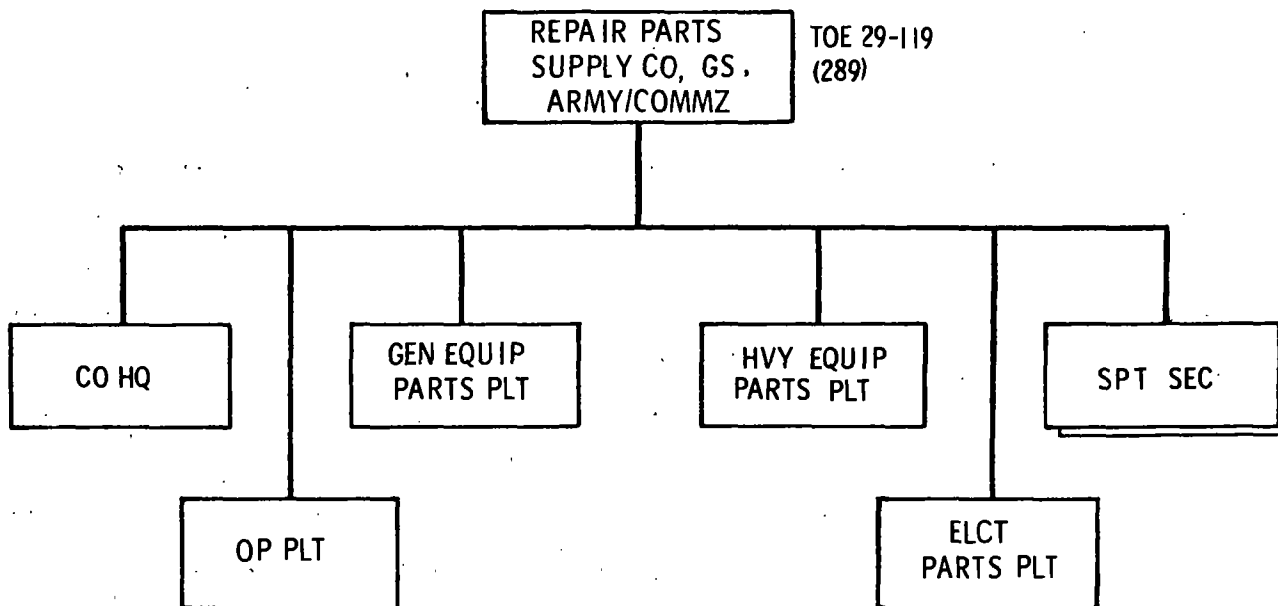


Figure 21-20. Repair parts supply company, general support, Army/COMMZ.

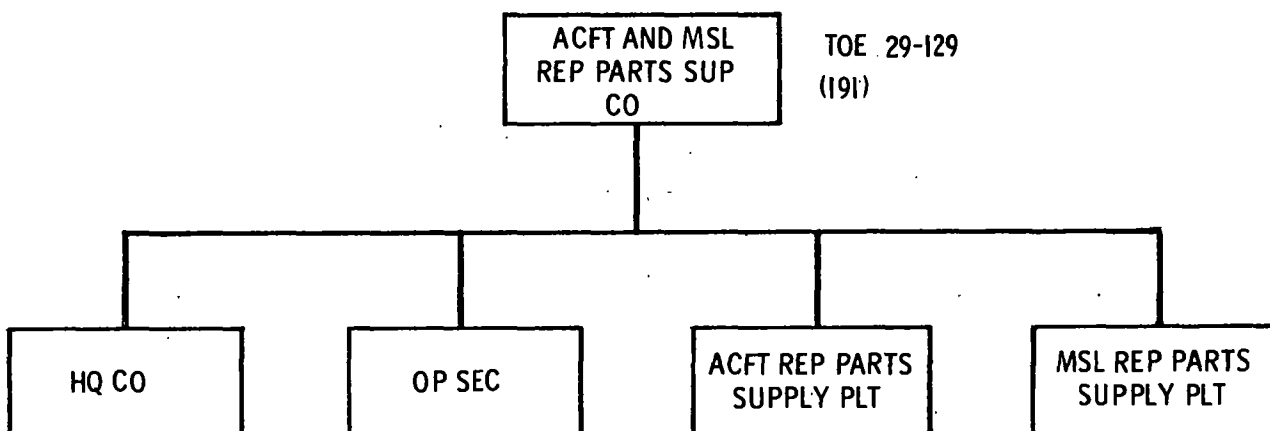


Figure 21-21. Aircraft and missile repair parts supply company, GS.

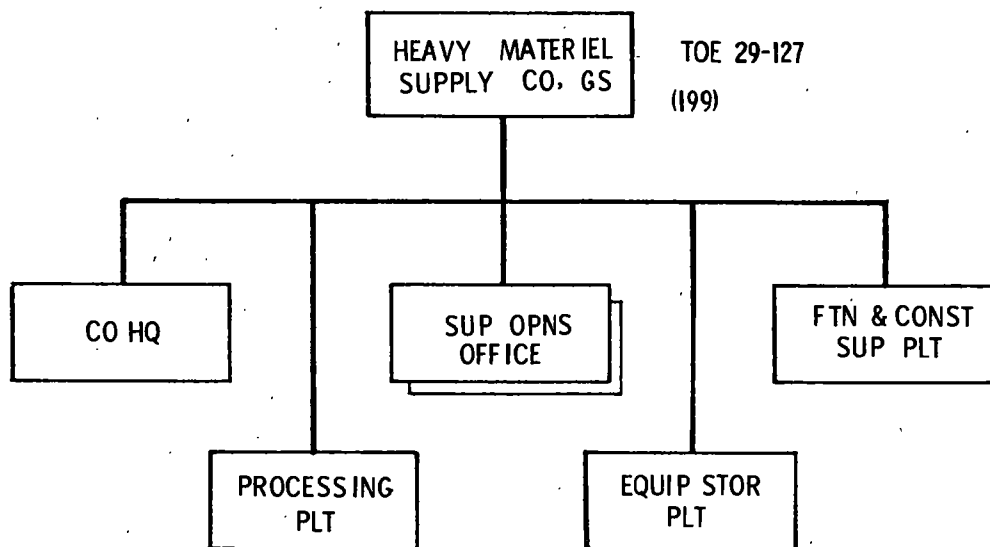


Figure 21-22. Heavy materiel supply company, general support.

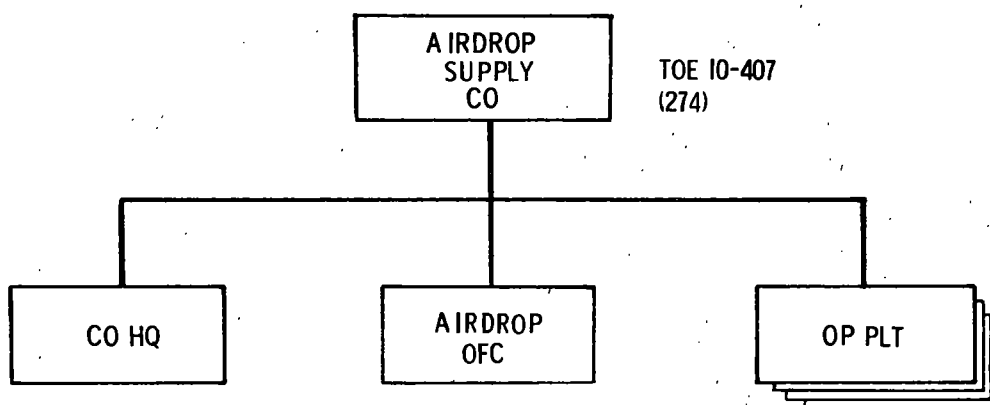


Figure 21-23. Airdrop supply company.

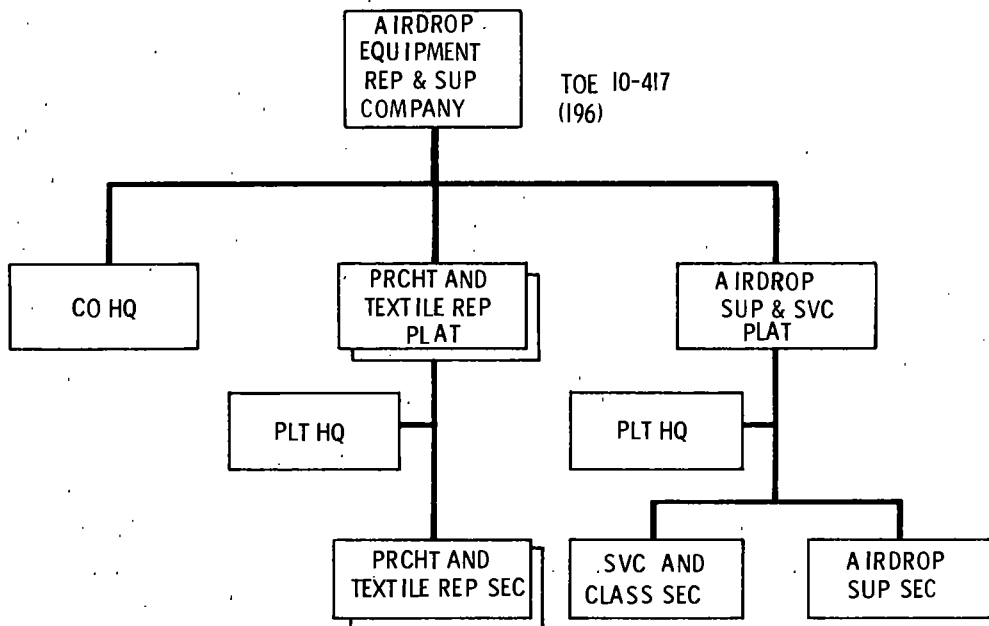


Figure 21-24. Airdrop equipment repair and supply company.

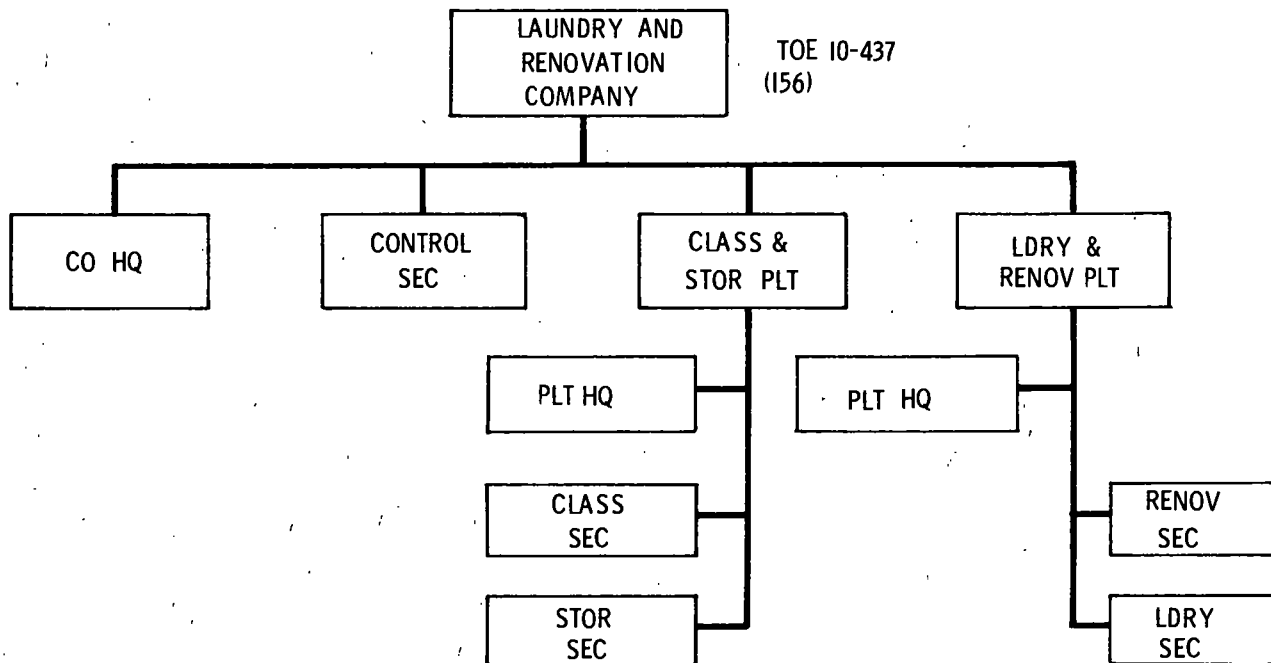


Figure 21-25. Laundry and renovation company (field depot).

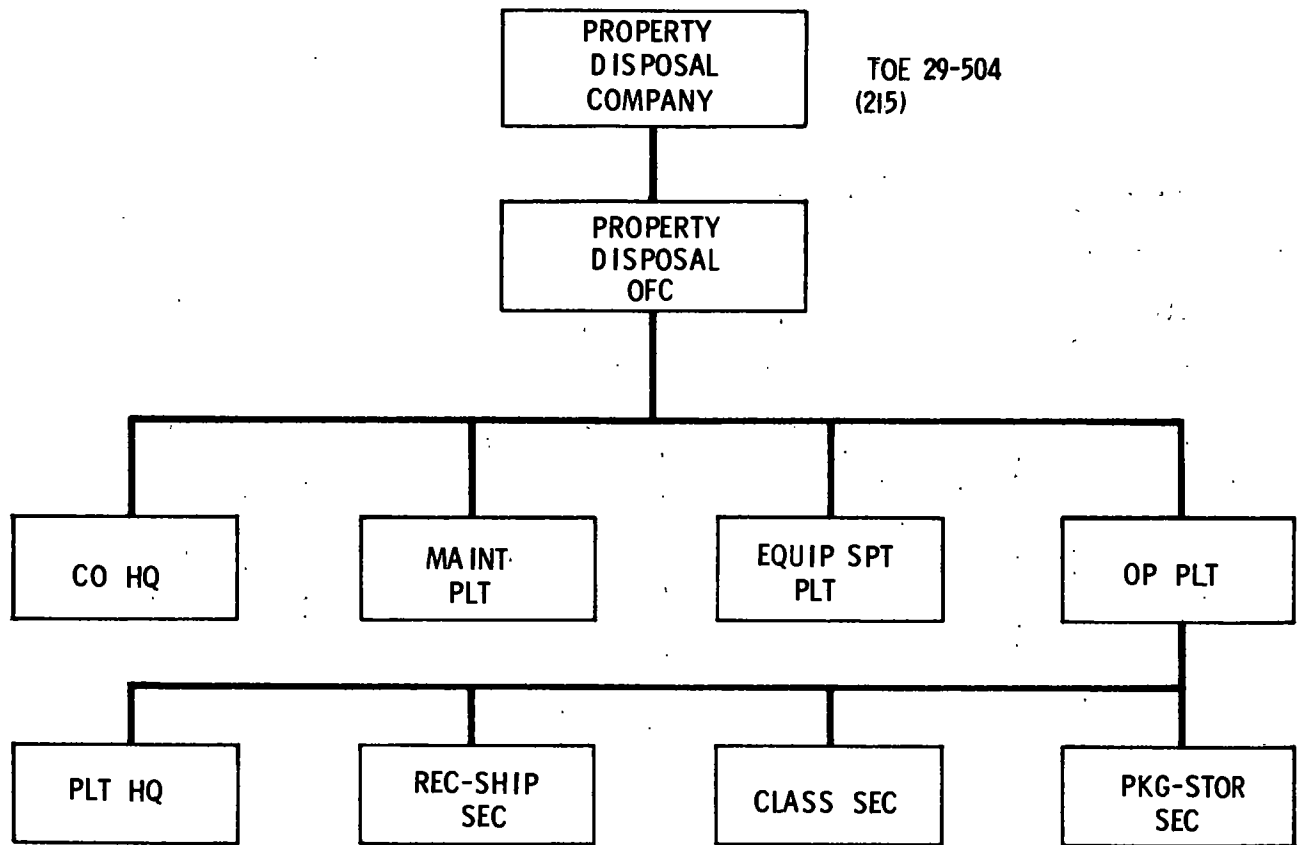


Figure 21-26. Property Disposal company.

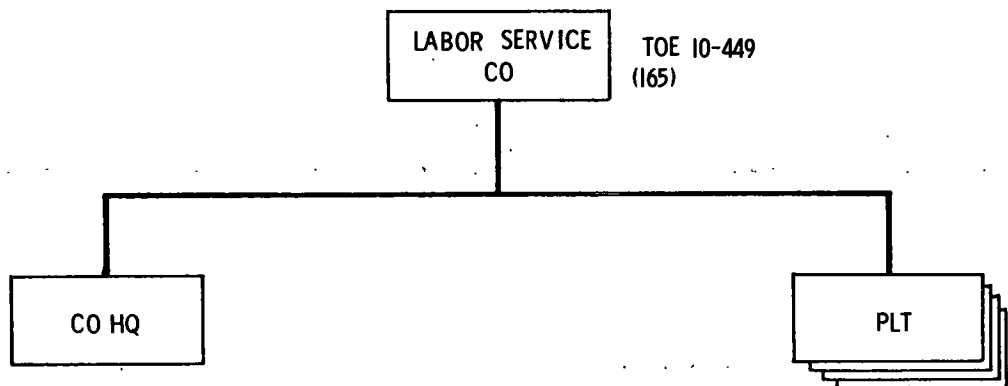


Figure 21-27. Labor service company.

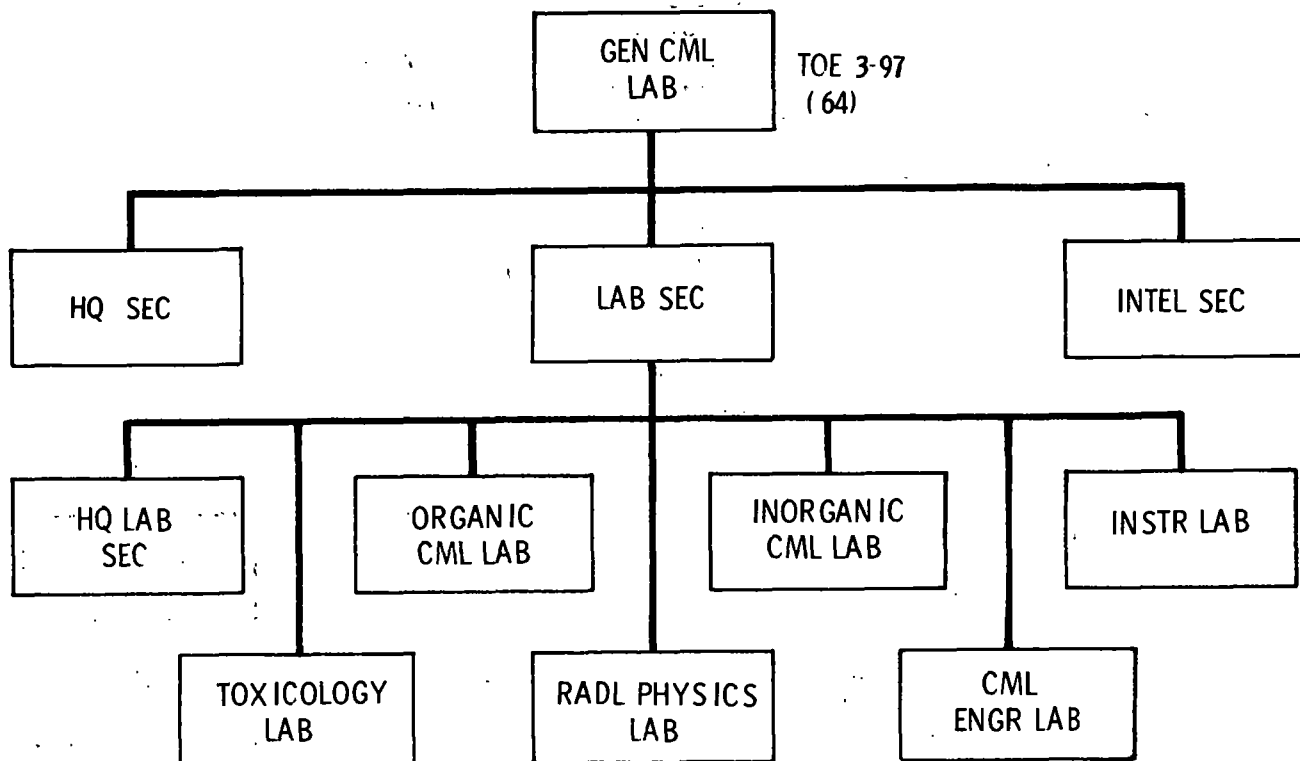


Figure 21-28. General chemical laboratory company.

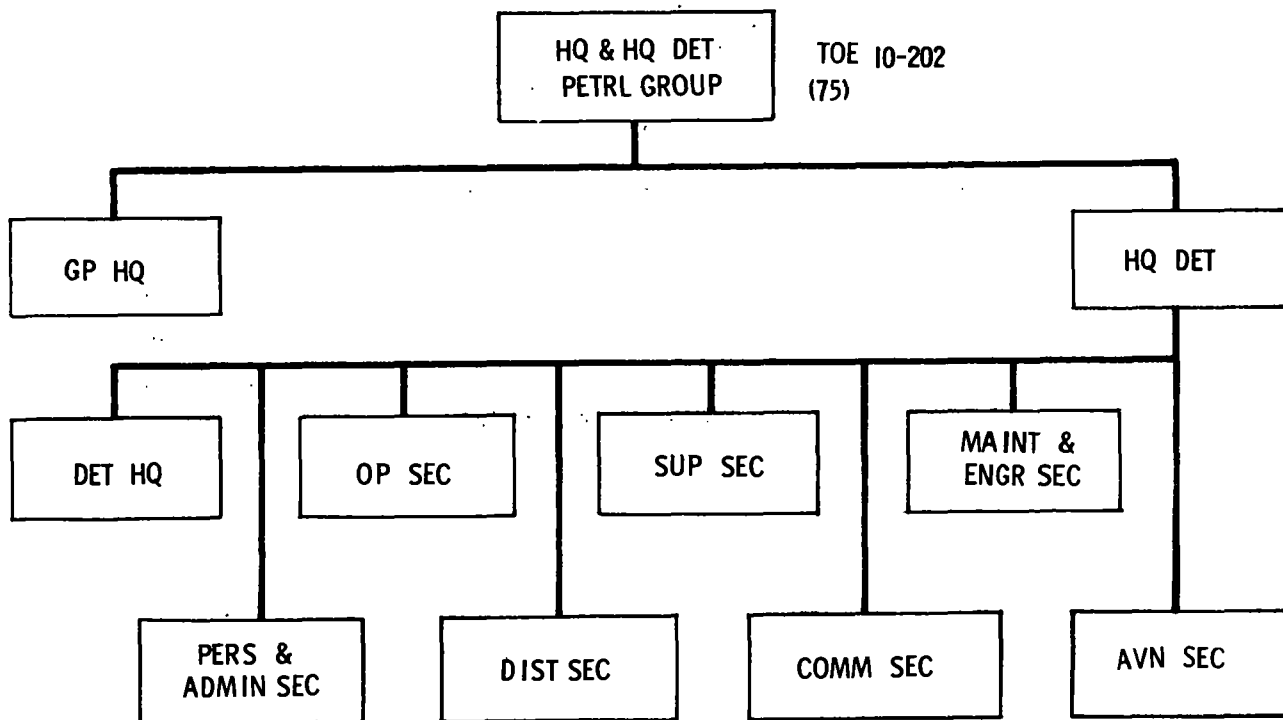


Figure 21-29. HHD, petroleum group.

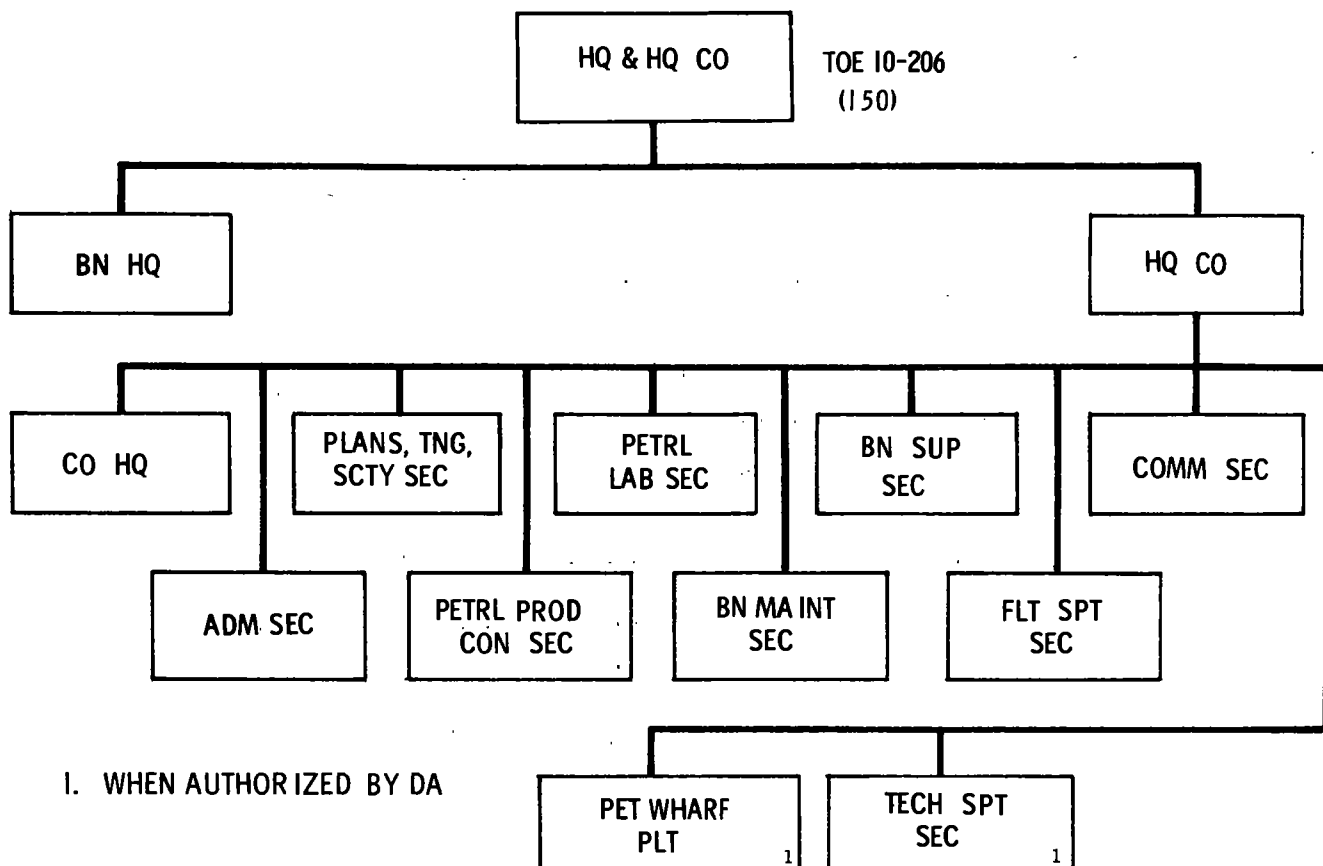


Figure 21-30. HHC, petroleum operating battalion.

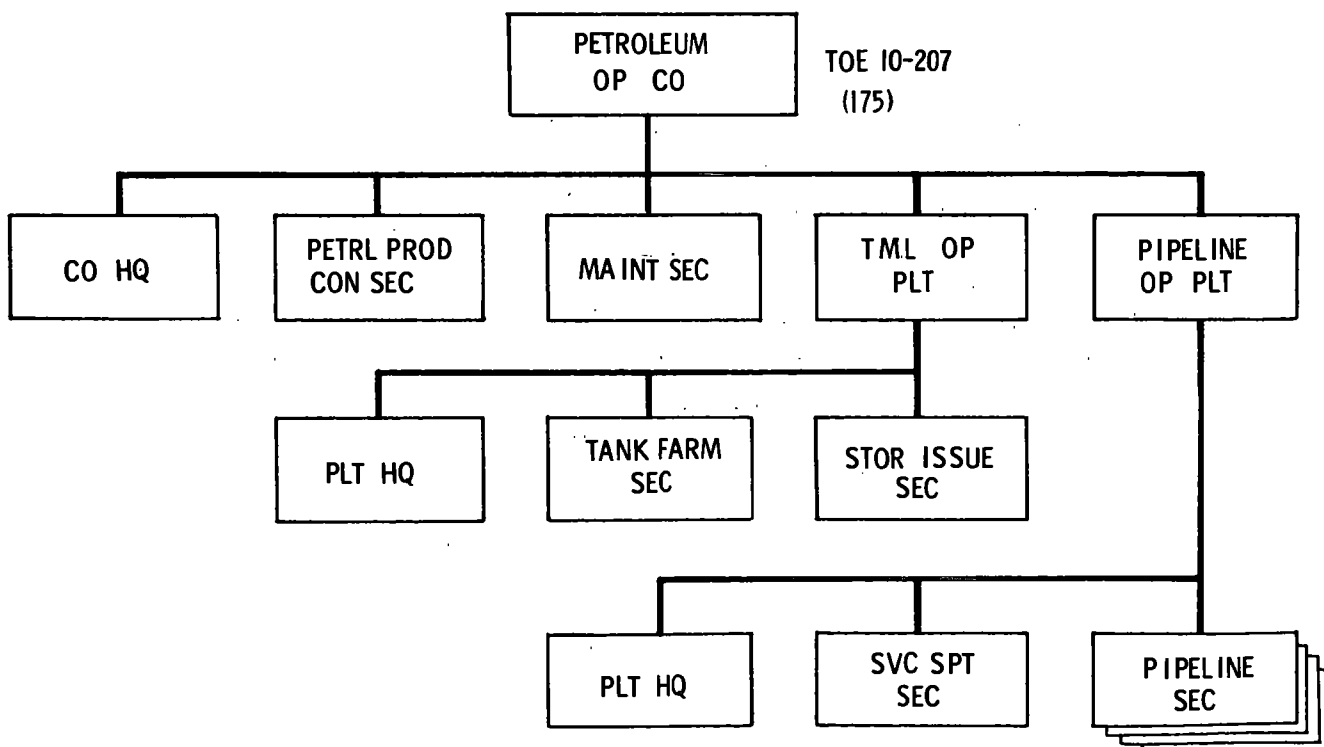


Figure 21-31. Petroleum operating company.

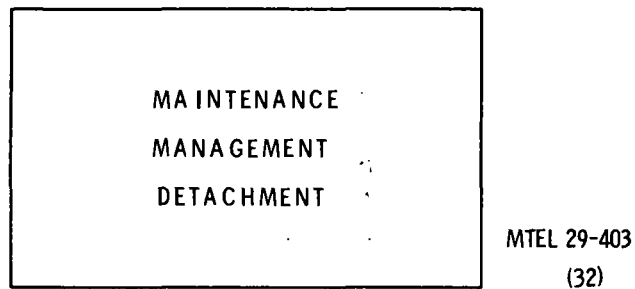
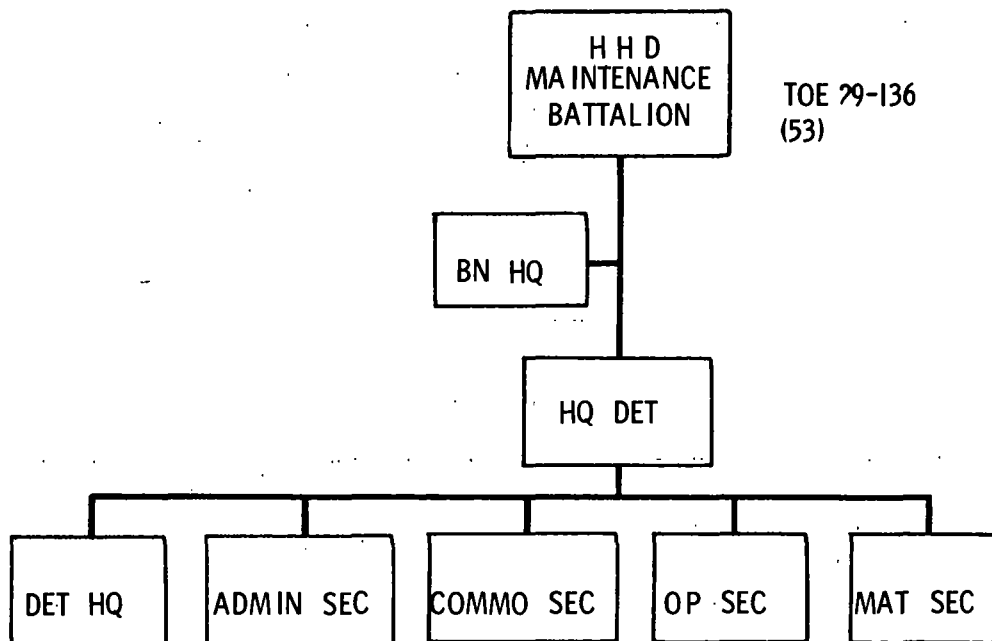


Figure 21-32. Maintenance management detachment.



*Figure 21-33. HHD, maintenance battalion,
Army or COMMZ.*

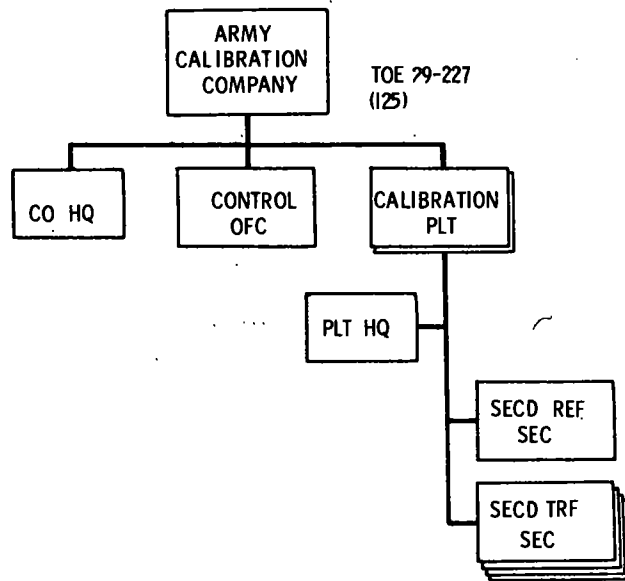


Figure 21-34. Army calibration company.

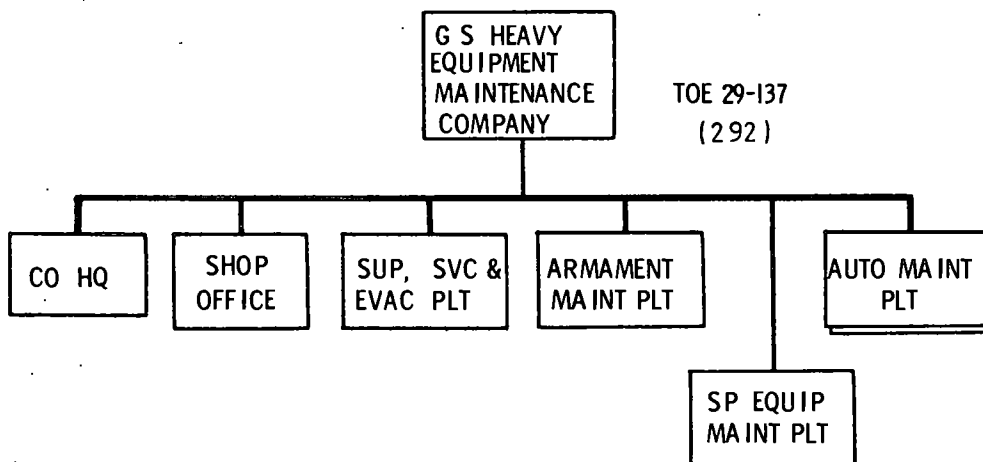


Figure 21-35. General support heavy equipment maintenance company.

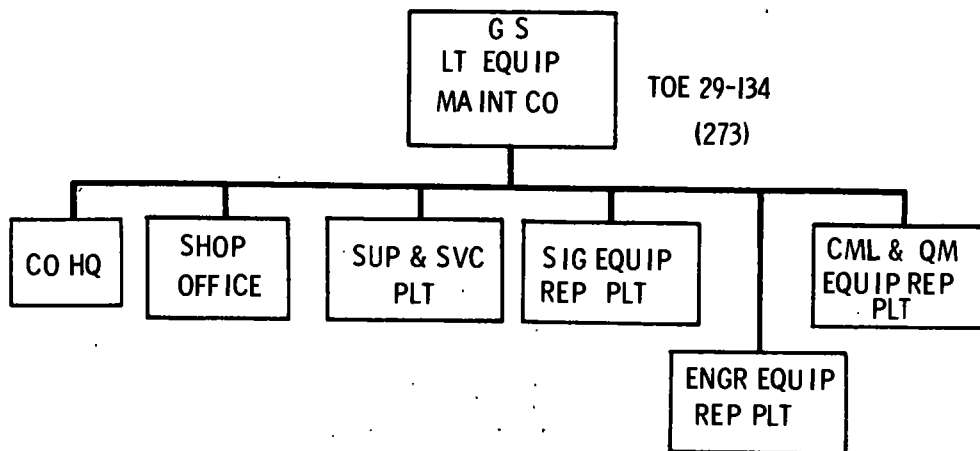


Figure 21-36. General support light equipment maintenance company.

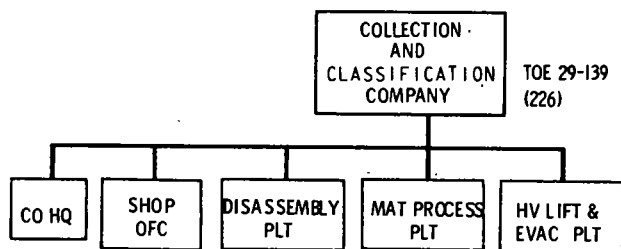


Figure 21-37. Collection and classification company.

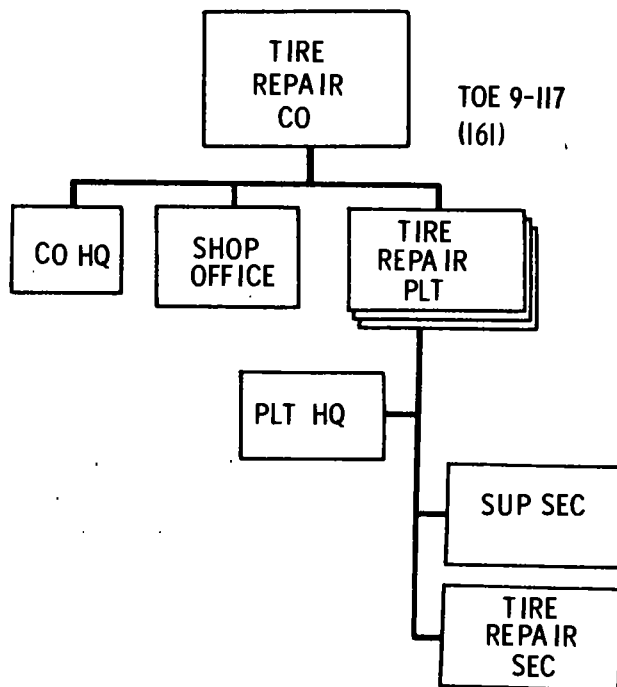


Figure 21-38. Tire repair company.

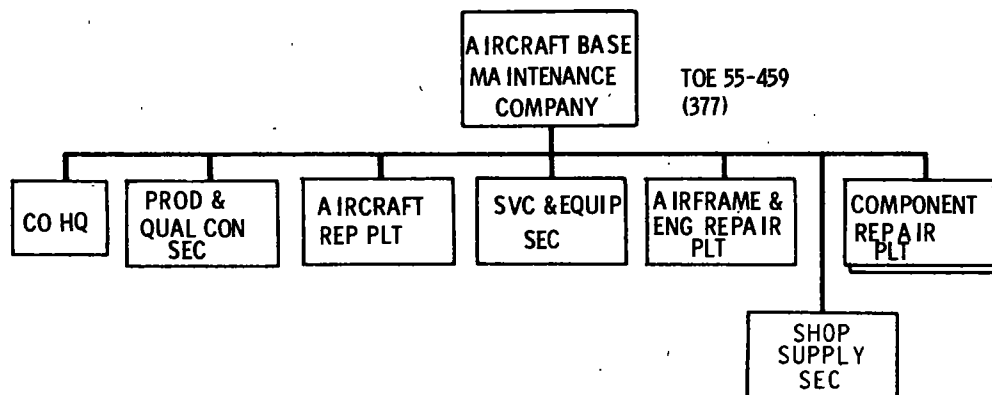


Figure 21-39. Aircraft base maintenance company.

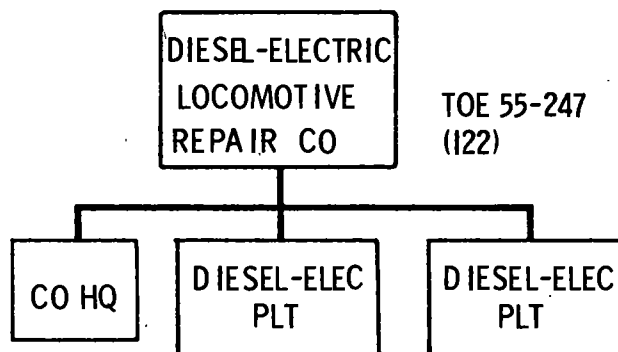


Figure 21-40. Diesel-electric locomotive.

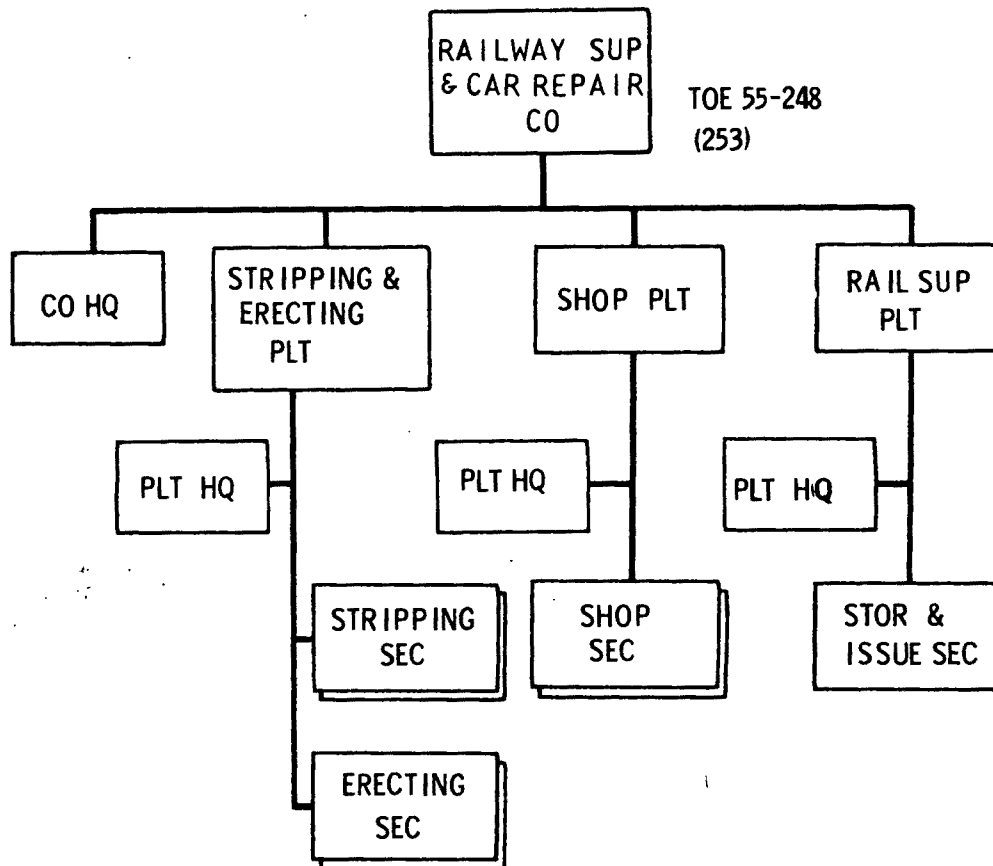


Figure 21-41. Railway supply and car repair company.

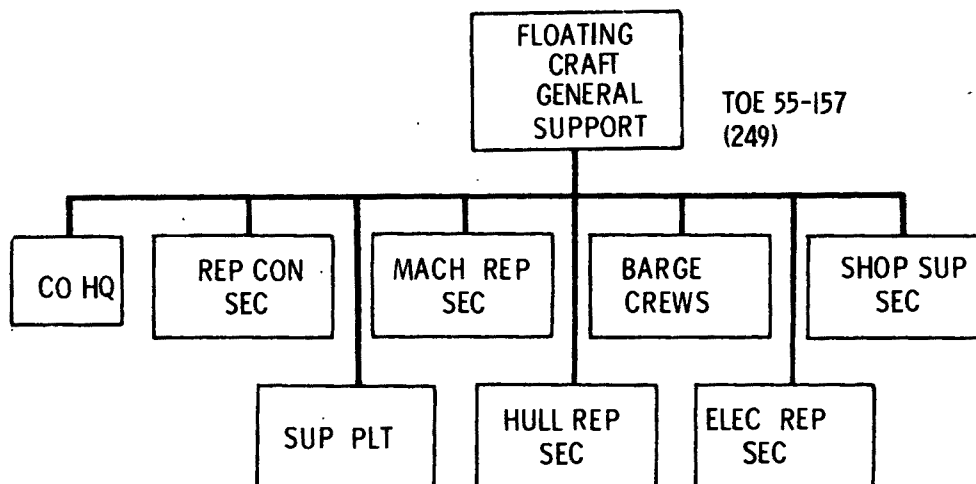
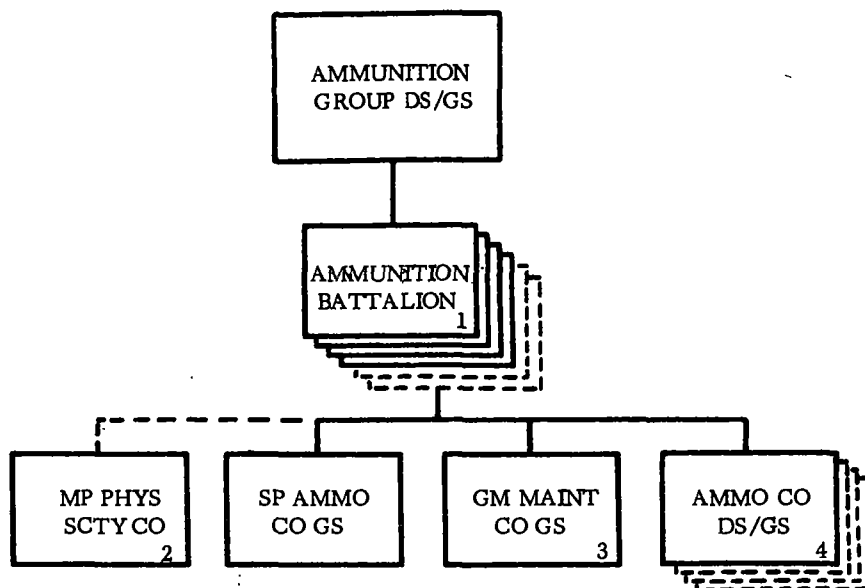


Figure 21-42. Floating craft general support company.



1. Four Ammo battalions for 8 division force, or 6 for 12 division field army.
2. One MP Phys Scty Co for each Sp Ammo Co GS.
3. Two GM Maint Co, GS per field army slice of COMMZ.
4. One Ammo Co, DS/GS for forward depots or four for rear depots.

Figure 21-43. Ammunition group, supply and maintenance command, TASCOM.

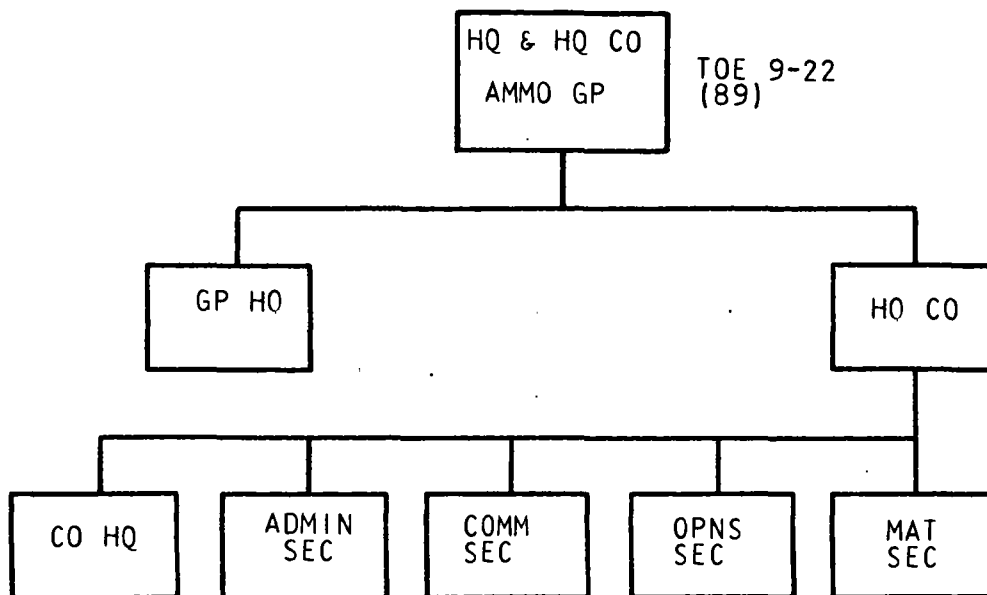


Figure 21-44. HHC, ammunition group.

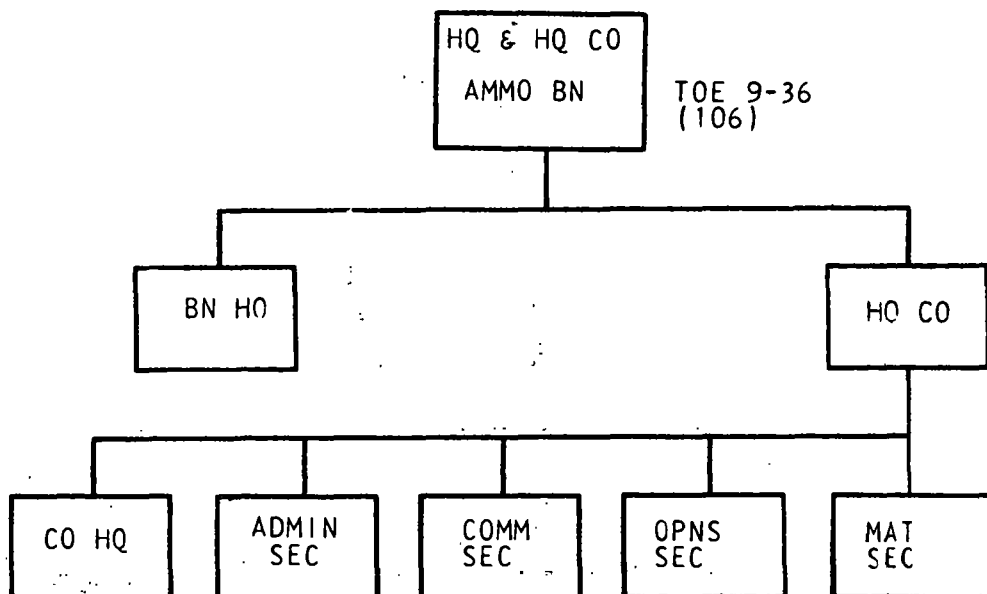


Figure 21-45. HHC, ammunition battalion.

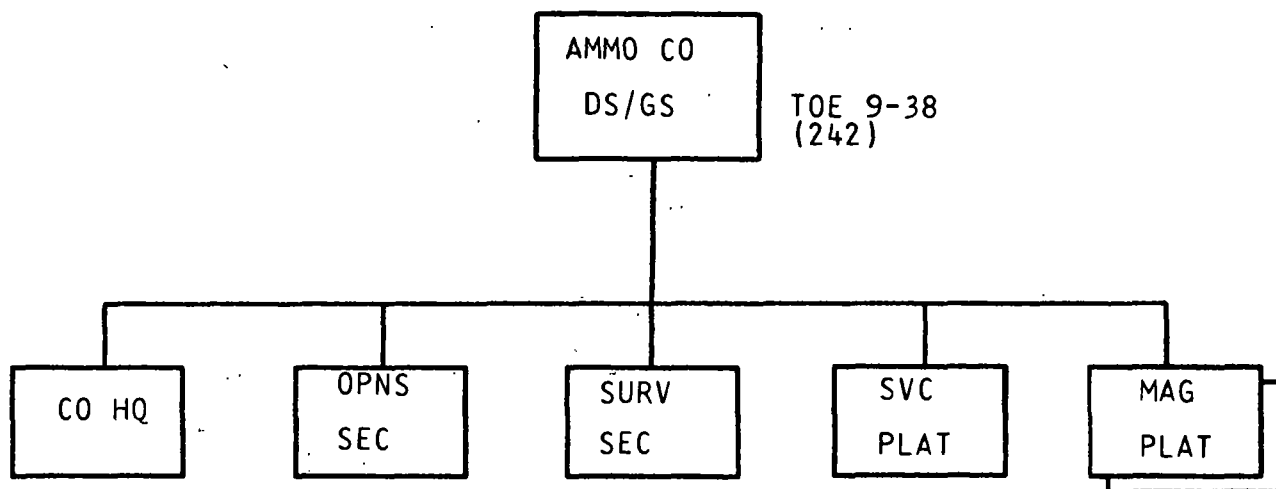


Figure 21-46. Ammunition company, direct support/general support.

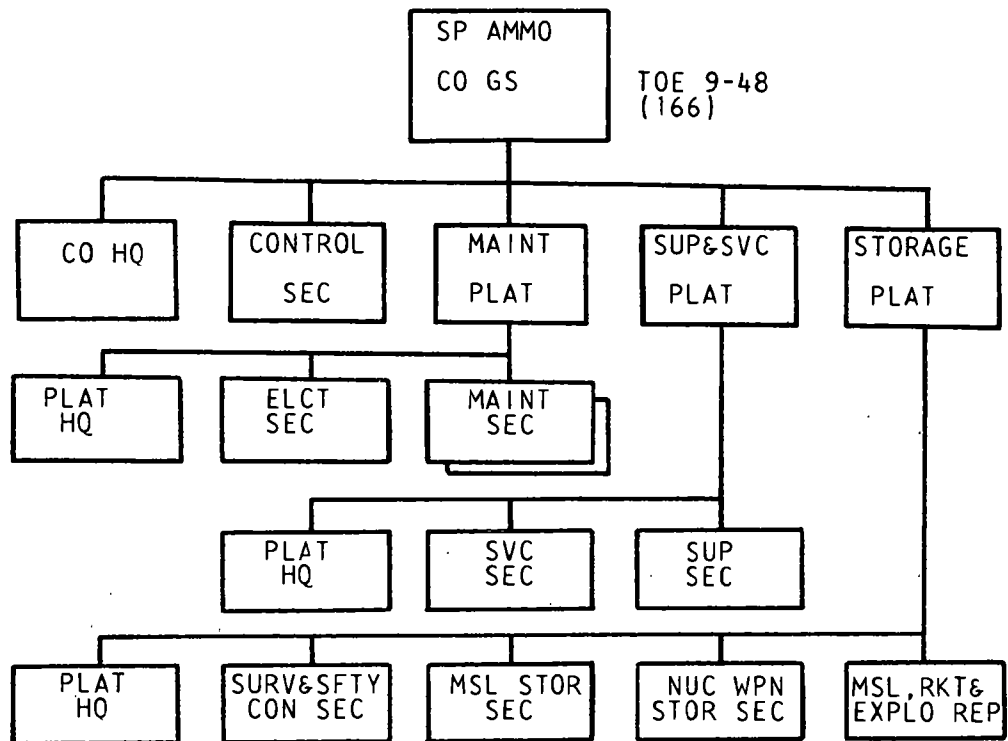


Figure 21-47. Special ammunition company, general support.

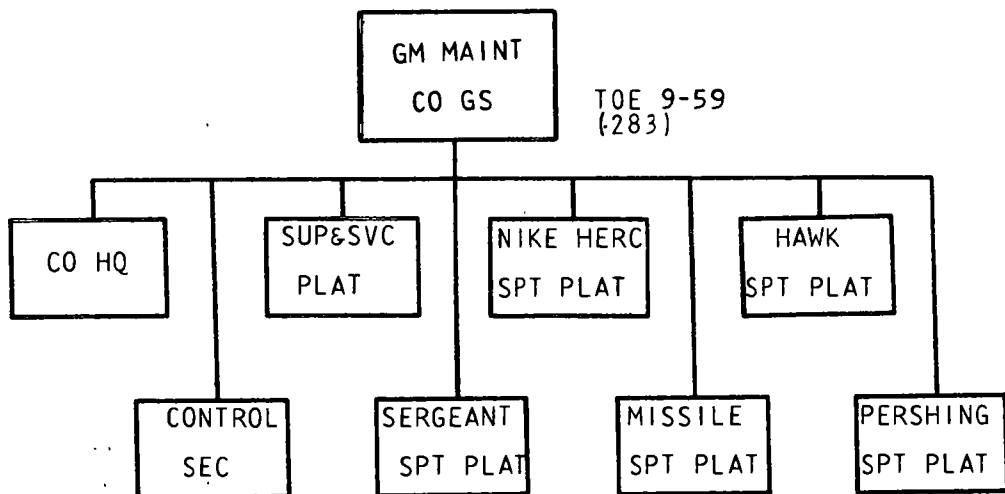


Figure 21-48. Guided missile maintenance company, general support.

CHAPTER 22

ENGINEER COMMAND

Section I. GENERAL

22-1. Mission and Functions

a. Mission. To provide general construction support to Army, Air Force, and other services operating in the communications zone, and to provide general topographic support to the field army(s), TASCOR, and other services in the theater of operations.

b. Functions. The engineer command performs the following functions in carrying out its mission:

- (1) Commands and controls assigned or attached engineer units in the performance of the construction and topographic support missions.
- (2) Plans, designs, and supervises the construction or major rehabilitation of ports, roads, railroads, inland water-

ways, depots, hospitals, troop camps, PW and internee compounds, administrative facilities, POL distribution and storage facilities, and training facilities.

- (3) Plans, designs, and supervises the construction of missile sites, anti-aircraft emplacements, protective shelters, field defenses, and other works supporting communications zone air defense and ground security.
- (4) Plans, designs, and supervises the construction or rehabilitation of Army and Air Force airfields and bases throughout the communications zone.
- (5) Prepares and plans for assumption of general engineer support to other

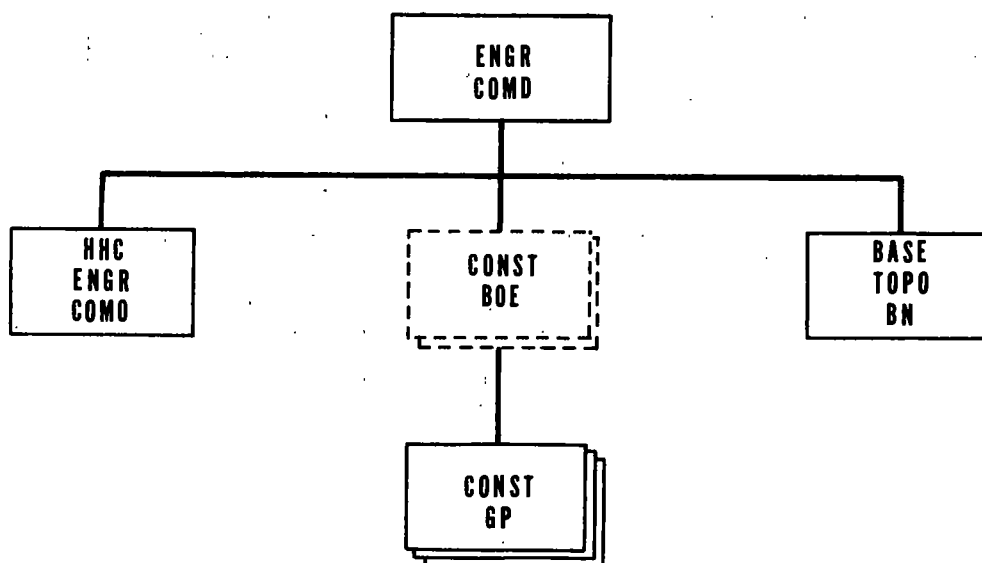


Figure 22-1. Engineer command, TASCOR, 8 division force.

services and allied elements operating in the communications zone.

- (6) Plans and supervises the production, storage, and issue of maps, map substitutes, and geodetic data to Army and other services in the communications zone.

22-2. Organization

See figure 22-1 Engineer Command, figure

22-2, Type Engineer Construction Group, and figure 22-3 Type Base Topographic Battalion.

22-3. Command Relationships

a. *Higher Headquarters.* As a major mission command of TASCUM, the engineer command maintains the normal command and staff relationships.

b. *Lower Headquarters.* Normal command and staff relationships apply with respect to

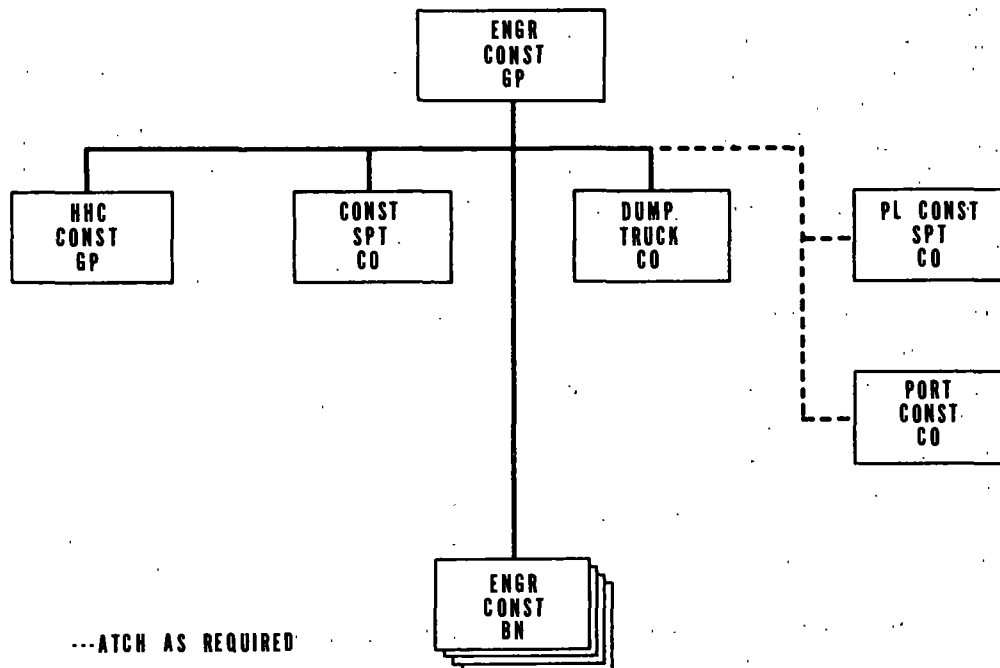


Figure 22-2. Type engineer construction group.

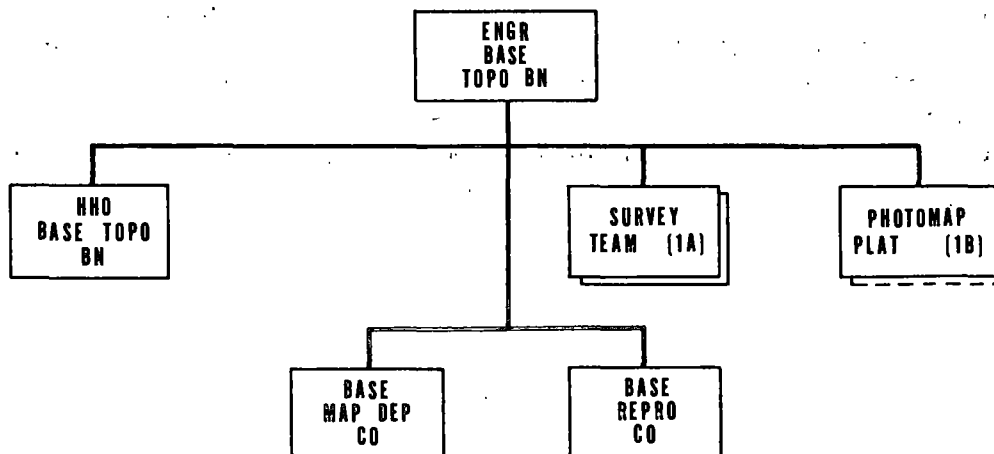


Figure 22-3. Type engineer base topographic battalion.

engineer elements assigned or attached to the engineer command.

c. Parallel Headquarters. The engineer command is one of five mission commands normally

assigned to TASCOT. Maximum coordination with each of these headquarters, and the headquarters of the area support command, is essential to insure a complete and responsive construction program.

Section II. OPERATIONAL CONCEPTS

22-4. General

Engineer construction and topographic support to TASCOT will be provided with centralized control by the engineer command and decentralized operations, as necessary to conform to the dispersed location of requirements. Construction is accomplished throughout the communications zone in general support of the TASCOT mission commands, the area support command, and other Army, Air Force, and theater elements in the TASCOT area of responsibility.

22-5. Construction Program

Construction, rehabilitation, and major repair of COMMZ facilities will be accomplished in accordance with a program or plan promulgated by TASCOT. This program sets priorities, establishes standards, and forms a basis for construction supply action. Another aspect to this program is adaptability to changes which must be expected in the course of any active campaign; the program basically is a management tool to keep requirements in order and perspective.

a. The mission commands and the area support command, who are the principal Army users of facilities constructed by the engineer command, will submit to TASCOT their respective requirements for construction in terms of size, capacity, purpose, general location, and target dates for availability. TASCOT, in turn will insure that stated requirements are consistent with operations plans; construction policy, and availability of resources.

b. TASCOT coordinated requirements will be directed to the engineer command where plans are prepared grouping facilities to permit efficient installations support, with consideration given to enemy threat and the functional requirements. These preliminary location

layouts will require close coordination with the primary users, and with the area support command who will administer and support the facilities, before submission to TASCOT for approval.

c. The approved projects, and appropriate location plans form the basic Army construction program. From this the TASCOT commander will prepare final construction directives to the commander of the engineer command.

d. Air Force, Navy, and other services will process their requirements through TASCOT in a similar manner, except that project approval authority will normally be retained by the theater commander. TASCOT will examine such requirements from the standpoint of resource availability and conflicts with existing priorities. These will be resolved and any necessary adjustments to the construction program made before construction directives are issued to the engineer command.

22-6. Construction Plans

The engineer command will prepare and maintain standard construction plans for all theater facilities involving new construction. These will be based to the maximum extent on facilities contained in the Engineer Functional Components System (EFCS) to permit computer assisted supply requisitioning and to reduce the requirement for engineer design effort.

a. In many instances standard plans will require modification to adapt the facility to the location, adjust to non-standard use, or to permit substitution of materials. These final adjustments and corollary modifications to supply requisitions will normally be accomplished by the engineer construction group or battalion(s) assigned the specific task.

b. In the course of construction, the using unit may desire changes in layout or design of

facilities to meet unforeseen requirements, or to adjust to a change in mission scope. If such changes do not involve significant increases in requirements for engineer effort or construction materiel the project commander may have approval authority. Otherwise a change request must be sent through channels by the using unit to TASCOM to bring about a modification of the construction directive.

c. Operating installations, under control of the area support command, will generate continuing requirements for major modification to existing facilities, addition of new facilities, or rehabilitation of damaged facilities. These requirements will constitute additions to the TASCOM construction program, but will be handled differently than the initial requirements estimates which constitute the basic program. Rather than submission directly to TASCOM by a using unit, these follow-on requirements will be submitted through the ASCOM commander as installation support requests. This permits ASCOM to screen the requirement against available facilities, and to program for installations support should additional new facilities be required. The ASCOM commander, will then, coordinate the requirement with the engineer command and submit the request for construction support to TASCOM.

22-7. Construction Requirements

The facilities required in the communications zone reflect the combat service support functions to be performed there. These functions remain essentially the same, by type, regardless of the area of operations, and to a certain extent regardless of the type combat force supported. However, the requirements for construction support are materially affected by the state of development in the area of operations, and the climate.

a. In support of a field army in a well developed area the TASCOM area contains many existing routes of communications and logistical facilities which are, or can be made, available to the force. Presumably lines of communications will be maintained by the public works organization of the host nation. The impact of military traffic may affect this capability; however, it is not anticipated that the engineer command will have to assume the

entire responsibility for maintenance and repair of LOC routes. Existing airfields may be adequate for Air Force operations, including terminal facilities for intertheater airlift, after some repair and improvement. Major engineer effort will be allocated to repair, and convert to military use, existing ports, storage areas, maintenance facilities, hospitals, administration and troop facilities. Existing POL facilities will require extension to serve new installations and others where accelerated operations create requirements exceeding system capacity. In addition new construction will be required where operations do not permit use of existing facilities, or where the capacity of such facilities is exceeded. The engineer command designed to satisfy these requirements contains approximately 70 percent of the strength which would be needed should host nation capabilities fail to meet expectations, and in the event local labor could not be obtained.

b. In underdeveloped areas the proportion of engineer effort required for new construction and for maintenance of poorly constructed existing facilities rises sharply by comparison to operations in a developed area. The lack of adequate surface lines of communication, lack of airfields and poor location of existing fields with respect to combat operations, inadequate port facilities, and lack of indigenous construction capability means that the engineer command must be prepared to undertake major construction support operations.

22-8. Topographic Support

The engineer command in accordance with programs provided by theater army, and policies established by TASCOM is responsible for implementation of the theater mapping program. The function of production, storage, issue, and control of maps in the theater is inter sectional in practice with corps, army, and base topographic units and intelligence staffs at all echelons coordinating with each other in its accomplishment.

a. *Procedures.* Theater map requirements by scale and coverage will be established by theater headquarters on the basis of operations plans and in consideration of resources. These requirements placed on TASCOM will be assigned to the engineer command for action, and

further assigned to the engineer base topographic battalion for production, storage and distribution to field army. In addition the base topographic battalion will provide direct map support to Army elements and designated other services in the communications zone.

b. Stock Control. To decrease response time in filling requisitions and improve use of resources, the base topographic battalion will maintain stock control for theater map supplies. Stock data will be programed on the ASCOM computer, the use of which is shared by the engineer command and ASCOM. On an interim basis computer communications between field army topographic units and the base topographic battalion must use the FASCOM ICC to TASCOM ICC to ASCOM channels.

c. Map Production. Map production in theater will be principally from masters provided by U.S. Army Map Service in CONUS. Through the use of multicolor electrostatic printers, map reproduction will be accomplished by the base and field topographic units much more rapidly than is currently possible. This will permit a reduction in stockage of printed maps and thus significantly reduce waste through overproduction.

d. Map Distribution. Distribution of maps to TASCOM users will be through map supply points established by the base topographic battalion, in the area support group areas of ASCOM. Distribution of bulk map supply to the field army will be through shipment to the army topographic battalion.

22-9. Automatic Data Processing Support

Engineer construction design, scheduling, and supply requisitioning will be accomplished by use of the computer shared by the engineer command and ASCOM. While this capability will permit more efficient and rapid performance of these functions, the engineer command will retain a capability to accomplish the same functions using manual procedures. The principal loss involved is time; however not to the point that performance becomes unacceptable.

22-10. Rear Area Security/Area Damage Control

Units of the engineer command will be pre-

pared to respond to the emergency requirements of the rear area operations center of the area support group responsible for their assigned area of operation in consonance with overall requirements and priorities for engineer support. Depending upon the threat, the engineer command may be the best organized and equipped of the mission commands to support ASCOM in the rear area damage control and protection mission.

22-11. Engineer Direct Support Maintenance

Engineer construction units move frequently throughout COMMZ and on occasion into the field army rear area. This changing concentration of construction equipment creates an imbalance in engineer maintenance requirements which often cannot be satisfied by the area oriented direct support maintenance units assigned to ASCOM. To provide the maintenance capability at the time and place required, direct support maintenance elements are retained as organic to the engineer construction battalion and the construction support company. In the case of the pipeline construction support company, the port construction company, and base topographic units, predictable and rather limited areas of operation permit greater reliance upon area support group direct support maintenance. These units retain only that DS maintenance capability necessary for low density items not normally found in other units.

a. Management. Command management of the organic direct support mission is provided by the unit commander under the supervision of the engineer group commander. Maintenance officers at each engineer headquarters provide staff guidance. Machine linkage with the theater maintenance management center and the engineer command is available through area support groups.

b. Equipment Float. Since engineer units must remain mobile, equipment float will be held to a minimum.

c. Repair Parts. Organic engineer direct support level maintenance units will requisition repair parts from Supply and Maintenance Command general support supply companies.

d. Overflow Maintenance. Engineer commanders will adjust maintenance workload between units when necessary to level peak requirements.

22-12. Excluded Functions

The mission of installation water supply, real estate and firefighting will be assigned to

the area support command (ASCOM). Construction battalions retain water points for use in remote areas and to augment or temporarily replace ASCOM water supply sources. Industrial gas production which is purely a supply function, will be accomplished by the supply and maintenance command.

Section III. ORGANIZATIONS AND CAPABILITIES

22-13. The Engineer Command, TOE 5-201 (fig. 22-4)

This TOE provides general construction support to all Army and Air Force elements within the COMMZ and provides topographic support to the Theater Army. It is responsible for planning, coordination and supervision of all construction tasks accomplished by organic elements as well as coordination with other sources of construction effort in theater. Normally, it controls three to six engineer construction groups, but may command two or three engineer brigades if the complexity of the construction mission or the geographic conformation of the theater dictates.

22-14. Headquarters and Headquarters Company Engineer Construction Brigade, TOE 5-111E (fig. 22-5)

This company plans and coordinates activities of one to four engineer construction groups and other attached units constructing bases and routes of communications. It may serve as control headquarters for a separate task force for major construction projects with a minimum of additional personnel. It is normally assigned to a field army, theater army, theater army support command or a separate task force. It provides command and supervision of a force comprising units totaling 9,000 to 15,000 troops.

22-15. Headquarters and Headquarters Company Engineer Construction Group, TOE 5-112E (fig. 22-6)

This group plans and coordinates activities of three to six construction battalions and sup-

porting special engineer companies in the construction and rehabilitation of roads, railroads, airfield, buildings, bridges, installations, pipelines, storage facilities and ports. It is normally assigned to an engineer brigade or construction command.

22-16. Engineer Construction Battalion, TOE 5-115E (fig. 22-7)

The battalion constructs and rehabilitates roads, airfields, pipeline systems, structures and utilities for the Army and Air Force in COMMZ. It is normally attached to an engineer construction group along with specialized engineer companies which provide support. This unit contains a balance of construction equipment and technical skills necessary to accomplish most general construction tasks in the theater of operations. It is also capable of planning for, and managing the efforts of specialized reinforcing companies in performing port and POL construction.

22-17. Engineer Construction Support Company, TOE 5-114E (fig. 22-8)

The company supports engineer construction effort with specialized equipment and operator personnel. It is normally attached to a construction group to support earthwork, paving and/or quarry operations.

22-18. Engineer Dump Truck Company, TOE 5-124 (fig. 22-9)

The truck company operates dump trucks for movements of bulk materials in support of

other engineer units. Normally it is attached to an engineer group to haul rock, sand and other construction materials to the job site.

22-19. Engineer Pipeline Construction Support Company, TOE 5-177E
(fig. 22-10)

This company constructs and rehabilitates petroleum unloading and bulk storage facilities and pipeline systems. It is normally assigned to an engineer group and supports a construction battalion with specialized equipment and trained personnel. Under average conditions, the company construction rate is approximately 4 to 6 miles per day.

22-20. Engineer Port Construction Company, TOE 5-129
(fig. 22-11)

The port company performs special engineering work involved in providing port facilities. It is normally attached to an engineer group to support construction units with its specialized equipment and trained personnel.

22-21. Headquarters and Headquarters Detachment Engineer Base Topo Battalion, TOE 5-346E
(fig. 22-12)

The battalion provides planning and technical control of attached companies engaged in the compilation, reproduction and distribution of military maps. It is normally assigned to the Construction Command. Companies, platoons and teams (depot base reproduction, base survey, base photomapping) are assigned to the battalion as required.

22-22. Engineer Base Map Depot Company, TOE 5-344E
(fig. 22-13)

This company provides facilities for storage of maps and related materials used by field armies. It provides map stockage sufficient for two field armies or COMMZ and can handle 5,000,000 maps per month. It is normally assigned to an engineer base topographic battalion.

22-23. Engineer Base Reproduction Company, TOE 5-347E
(fig. 22-14)

The company reproduces maps, charts and allied mapping materials, such as indices, trig lists and gazetteers as required. It provides reproduction capability to one or more field armies or a COMMZ and can reproduce 4,000,000 impressions per month.

22-24. Engineer Survey Teams-IA, TOE 5-540

The team consisting of 15 personnel, provides technically qualified personnel and equipment for the survey operations of one party.

22-25. Engineer Photomapping Platoon-IB, TOE 5-540

The platoon consists of 44 personnel, provides a capability for preparation and revision of topographic, planimetric and special maps, photomaps, mosaics, and other engineer intelligence data.

22-26. Map Distribution Platoon-ID, TOE 5-540

The platoon consists of 38 personnel, provides technically qualified personnel and equipment for receipt, storage, issue and distribution of maps for one base, field army or corps headquarters.

22-27. Diving Team HA, TOE 5-530

The team consists of nine personnel, provides personnel and equipment to perform marine diving in support of port construction and rehabilitation. Normally, one team is assigned to an engineer group when engaged in port construction.

22-28. Forestry Team GA, TOE 5-520

The team consists of 44 personnel, provides personnel and equipment necessary to conduct logging and sawmill operations for the production of rough lumber and timber piling. It can produce 10,000 to 15,000 board feet of rough lumber and timber pilings per day.

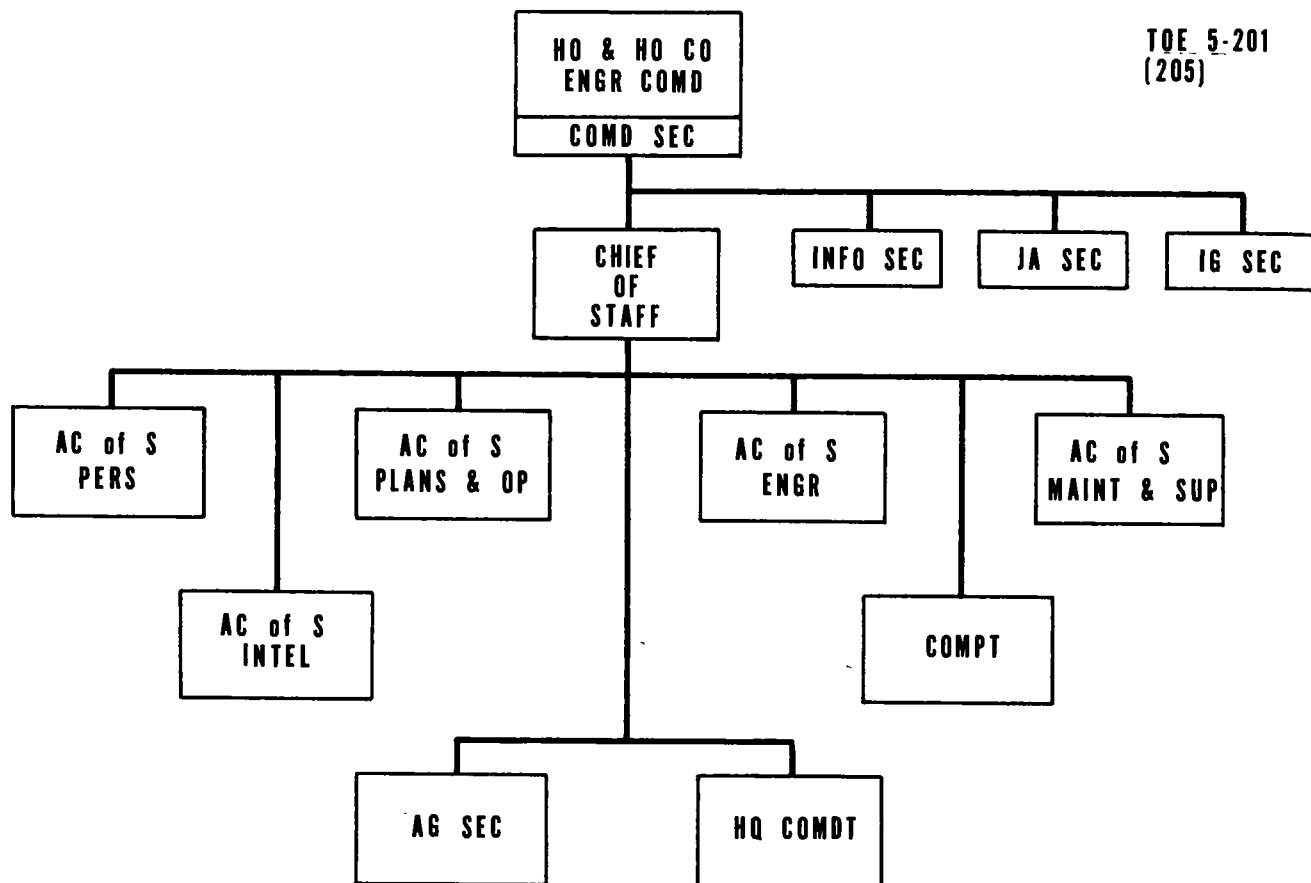


Figure 22-4. HHC, engineer command.

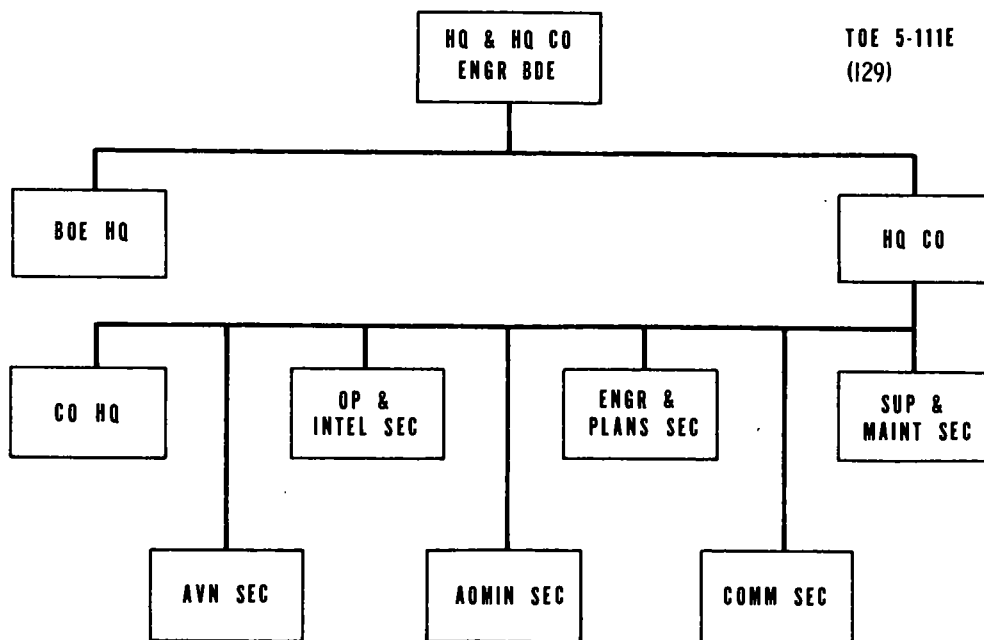


Figure 22-5. HHC, engineer brigade.

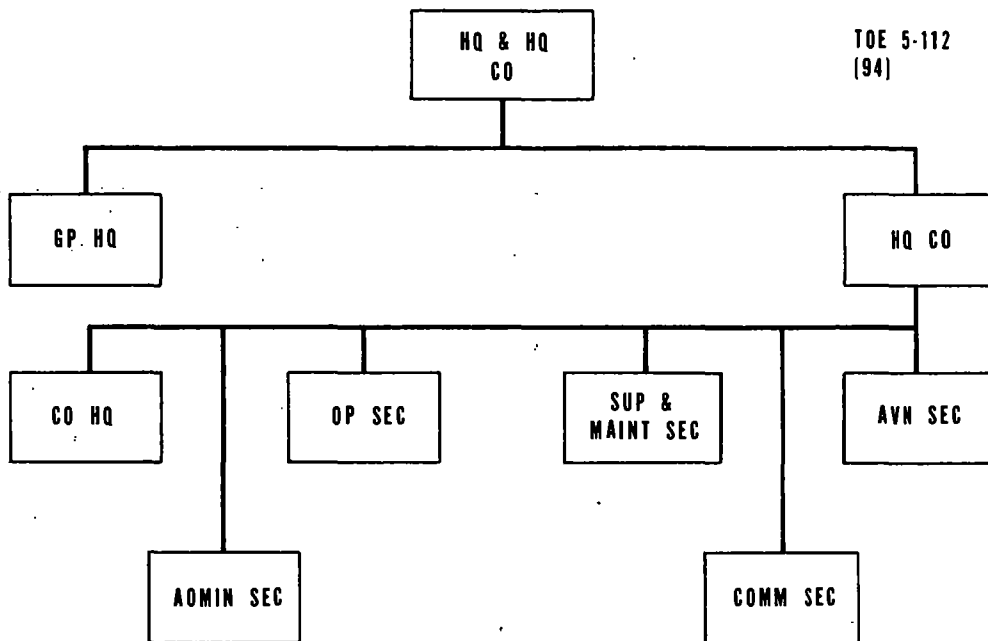
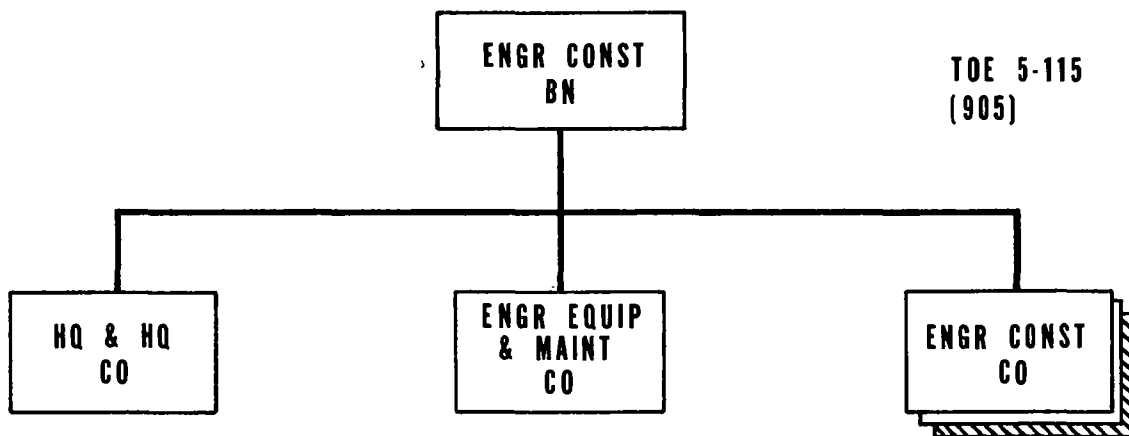


Figure 22-6. HHC, engineer construction group.



Not included in reduced strength organization.

Figure 22-7. Engineer construction battalion.

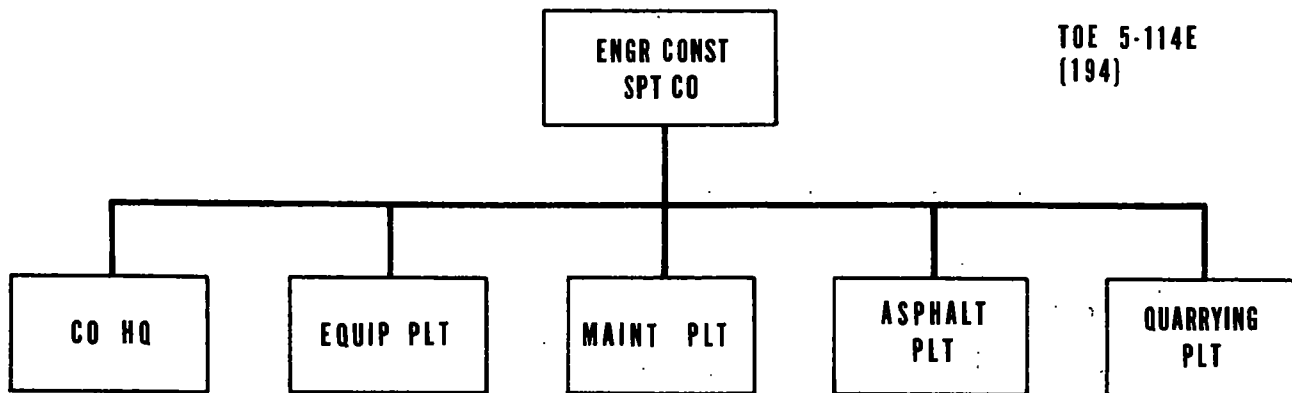


Figure 22-8. Engineer construction support company.

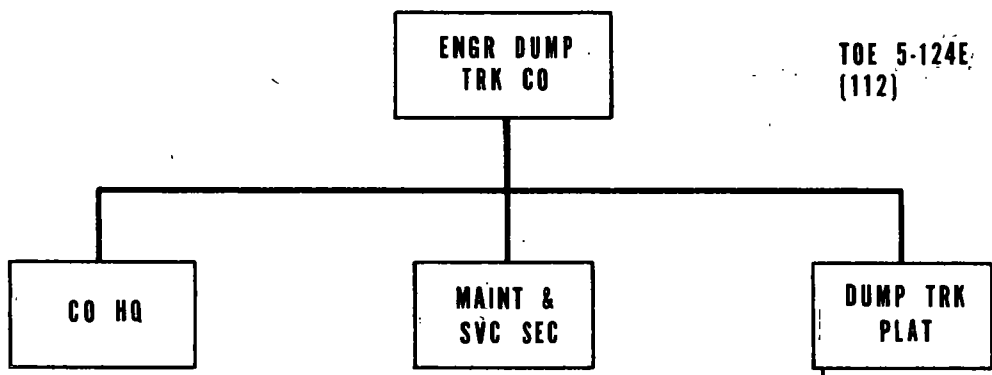
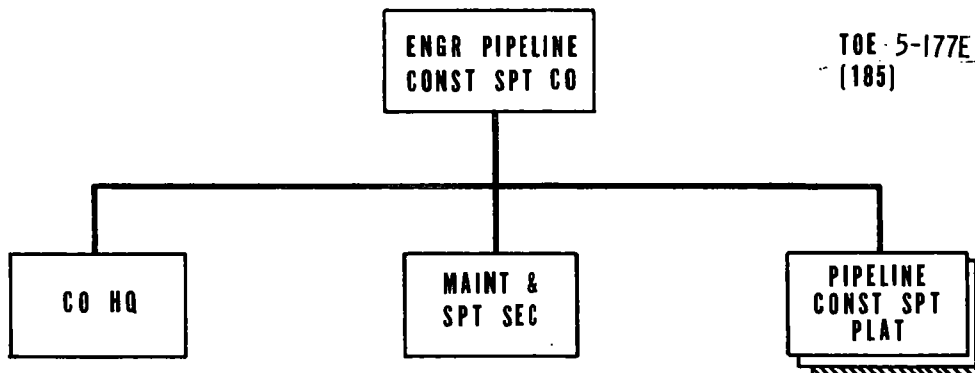
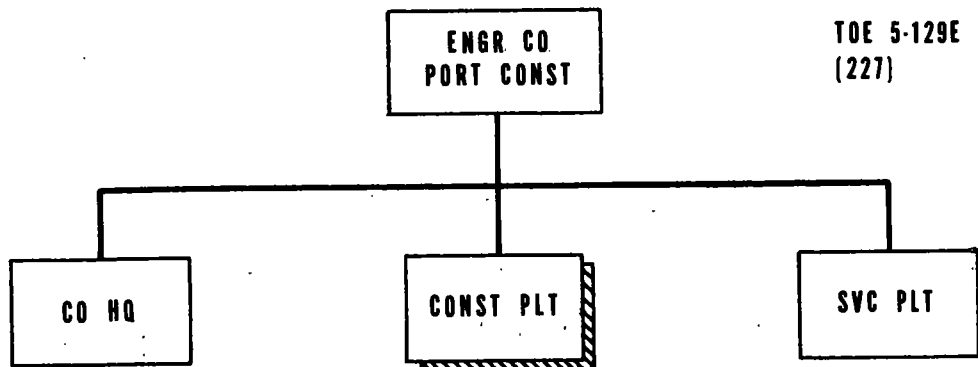


Figure 22-9. Engineer dump truck company.



Not included in reduced strength organization.

Figure 22-10. Engineer pipeline construction support company.



 Not included in reduced strength company.

Figure 22-11. Engineer port construction company.

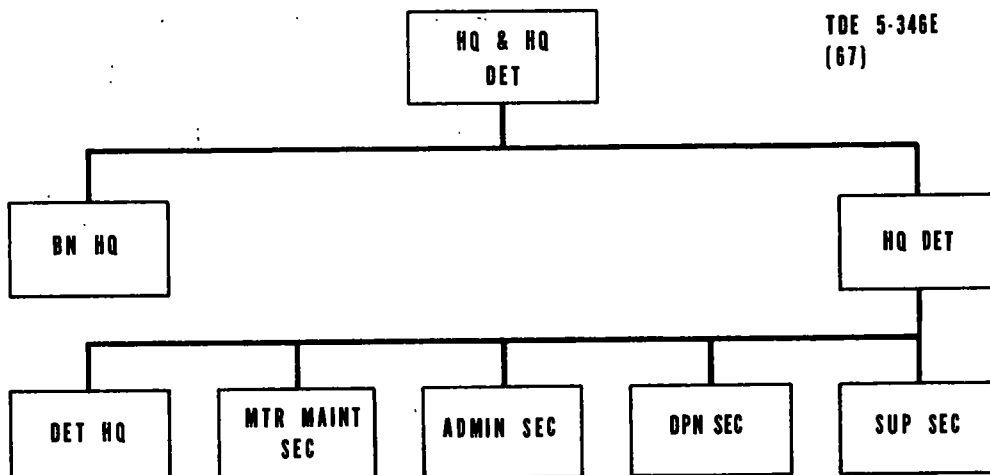


Figure 22-12. HHD, engineer base topographic battalion.

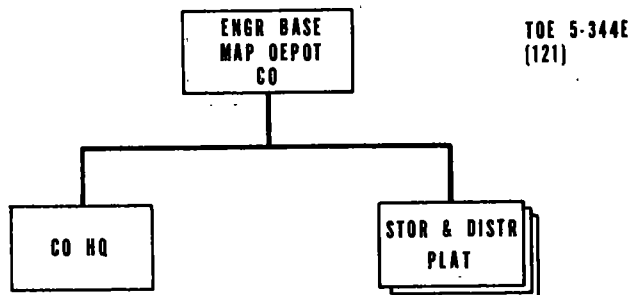


Figure 22-13. Engineer base map depot company.

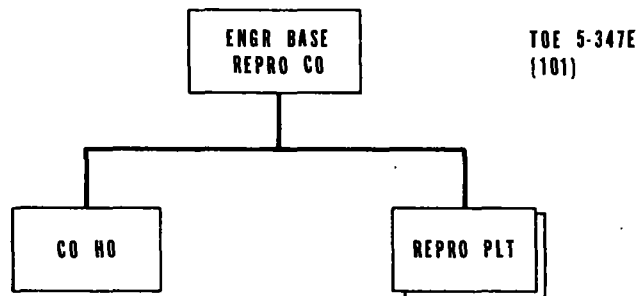


Figure 22-14. Engineer base reproduction company.

PART FOUR
AREA SUPPORT COMMAND (ASCOM)

CHAPTER 23
AREA SUPPORT COMMAND

Section I. GENERAL

23-1. Mission and Functions

a. Mission. To provide direct support services (less medical and ammunition) to the Theater Army Support Command (TASCOM), to units passing through or located in COMMZ, and to such other forces as directed by the TASCOM Commander. The Area Support Command (ASCOM) is also responsible for the planning, coordination, and execution of rear area security and area damage control operations within the COMMZ.

b. Functions Performed by the Area Support Command—

- (1) Personnel services.
- (2) Legal services.
- (3) Military intelligence support.
- (4) Cryptologistics.
- (5) Civil affairs services.
- (6) Explosive ordnance disposal.
- (7) Rear area security and area damage control.
- (8) Decontamination services.
- (9) Military police services.
- (10) Local transportation services.
- (11) Receipt, storage, and issue of supplies and equipment.
- (12) Collection, classification, and salvage of supplies and equipment.
- (13) Field services.
- (14) Installation support, to include main-

tenance of facilities and provisions of repairs and utilities, fire protection, construction planning, construction equipment maintenance and construction supply, and real estate services.

- (15) Direct and limited general support maintenance services.
- (16) Labor service supervision.
- (17) Comptroller services.

c. Automatic Data Processing Equipment (ADPE). This equipment is provided to the ASCOM for utilization by the various elements of the command on a "service center" basis. The ADPE is also utilized by the engineer command and is the primary alternate ADP center for the other computer centers of TASCOM. ASCOM functions which may be automated include the following:

- (1) Unit readiness reporting.
- (2) Rear area security and damage control.
- (3) Personnel management.
- (4) Maintenance management.
- (5) Limited direct support supply management.
- (6) Labor management.
- (7) Military police services.
- (8) Budgeting and fiscal accounting services.
- (9) Records administration.

23-2. Organization

The Area Support Command consists of a Headquarters and Headquarters Company and Special Troops, headquarters support activities, and subordinate commands (fig. 23-1) as follows:

- a. Headquarters and Headquarters Company and Special Troops, ASCOM.
- b. Headquarters support activities.
 - (1) Automatic data processing unit.
 - (2) Maintenance management detachment.
 - (3) Personnel and administration battalion.
 - (4) Signal medium headquarters operations company (attached from the Signal Group, Theater Operations Signal Command).
- c. Major subordinate commands.
 - (1) Military police brigade.
 - (2) Civil affairs brigade.
 - (3) Area support group.
 - (4) Military intelligence group, security.

23-3. Command Relationships

The Area Support Command is a major subordinate command of the Theater Army Support Command. It is co-equal with and parallel to the other mission commands of TASCOC. The ASCOM accomplishes its mission assignments through the control of assigned and attached subordinate units which are organized and oriented along the perpendicular axis in the COMMZ to conform to the needs of the mission commands of TASCOC and other units.

a. *Higher Commands.* The Area Support Command is under the command of and receives policy direction, broad guidance and planning, and general supervision from headquarters, TASCOC, and, through it, from higher headquarters.

b. *Parallel Commands.* Normal staff relationships.

c. *Lower Commands.* Exercises command, control, and supervision overall assigned and attached installations, units, and activities, except those units for which it acts only as a car-

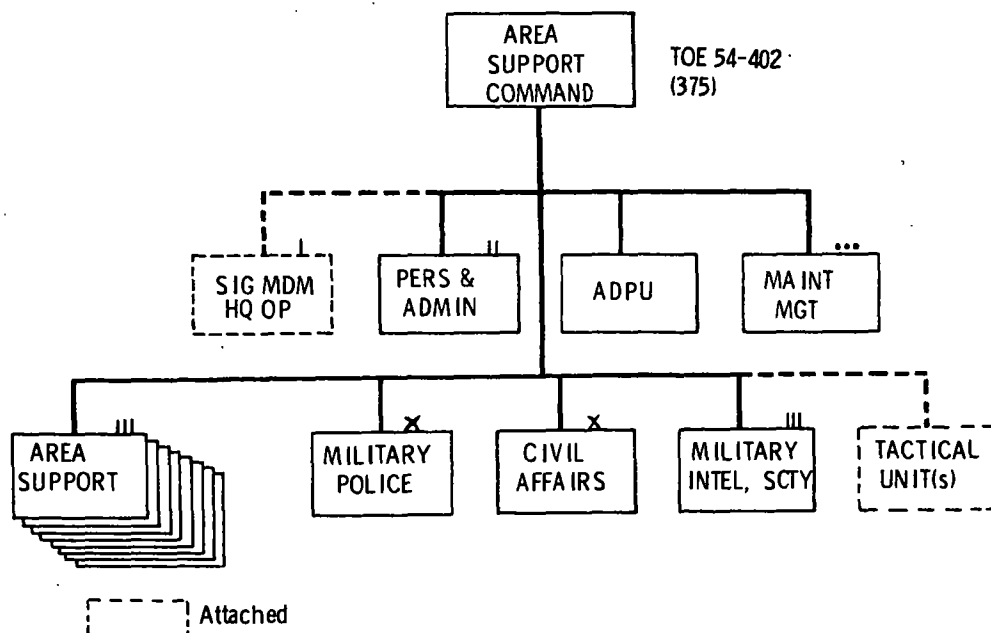


Figure 23-1. Area support command, TASCOC.

rier. Informal liaison is maintained directly with the coordinating staffs of subordinate commands on technical matters. The commander exercises his authority over the operating elements through intermediate headquarters, as required. The Headquarters, AS-

COM and the headquarters of each of its major subordinate units, are provided with message center and internal communications facilities and access to the area communication system by elements of the theater signal organization.

Section II. HEADQUARTERS, ASCOM

23-4. Mission and Functions

a. Mission. To command an integrated, functionalized combat service support organization specifically designed to provide direct support services on an area basis to TASCOM commands and other units in the COMMZ as directed by Headquarters, TASCOM.

b. Functions.

- (1) To command, control, and supervise assigned and attached units.
- (2) To assign missions to subordinate commands.
- (3) To coordinate and exercise management control over subordinate units.
- (4) To develop and provide policies, guidance, priorities, and allocations pertaining to direct support services to subordinate commands.
- (5) To act as a carrier for units over which operational control has been retained at higher headquarters, e.g., JAGSO Teams (TOE 27-500E).

22-5. Operational Concepts

a. Command and control of the ASCOM are exercised by Headquarters, ASCOM (fig. 23-2). This headquarters is organized along general staff lines but differs in certain respects from the conventional concept of this type of organization in that the special staff elements are integrated into appropriate general staff sections.

b. Functions of the Coordinating Staff.

- (1) Chief of Staff. The Chief of Staff is the coordinator of the general staff. In addition to formulating and coordinating policies for the operations of

the various staff elements, he determines and assigns priorities for the use of ADP facilities.

- (2) Assistant Chief of Staff, Personnel. The ACofS, Personnel provides plans and policies for personnel and administrative support to the ASCOM. He assists the commander by recommending personnel and administrative policy, within the limits of the TASCOM policy, for the ASCOM. He recommends changes and/or exceptions to personnel and administrative policy as conditions change or as requested by an individual for a given situation. The ACofS, Personnel, receives summarized personnel information on the major units assigned to the ASCOM, which is used for recommending priorities of assignment of replacements to the ACofS, Security, Plans and Operations and for recommending ASCOM personnel management policy which is implemented by the Personnel and Administration Battalion. Total COMMZ personnel strength also may be obtained for use by the ASCOM staff for planning required support. By regulation or policy, certain personnel actions require decision by the ASCOM commander. These actions are processed and staffed as required by the ACofS, Personnel. The ACofS, Personnel provides liaison to the Personnel and Administration Battalion to assist in accomplishing individual personnel actions involving personnel assigned to the ASCOM headquarters. This liaison is similar to that provided by

personnel staff NCO's assigned to groups and brigades. The ACofS, Personnel keeps the ASCOM commander informed of significant personnel action, based upon previously indicated guidelines. In the performance of his specific duties, the ACofS, personnel:

- (a) Develops personnel policies including promotions, appointments, demotions, classification, assignment, reassignments, decorations, awards, separations and rotations, and administrative policies including manpower control for TD elements, forms management, records disposition, reproduction, and publications control for the Area Support Command.
- (b) Maintains continuous personnel loss estimates and obtains summarized personnel information for use by Area Support Command headquarters in preparing support plans. Recommends individual replacement allocations and priorities for the Area Support Command.
- (c) Processes personnel and administrative actions that by regulation or policy require action by the ASCOM commander.
- (d) Provides a liaison capability for individual personnel actions of members assigned to the headquarters.
- (e) Exercises coordinating staff responsibility for postal and special services activities.
- (f) Coordinates military police functions in the areas of discipline, law and order; crime prevention and investigation; and confinement operations.
- (g) Exercises operational control over the personnel services center.
- (h) The ACofS, Personnel, also coordinates the activities of the staff chaplain. The staff chaplain advises the commander and staff on all matters pertaining to religion,

morals and morale, as effected by religion, and to provide staff planning, coordination and technical supervision for chaplain activities performed by chaplains assigned to subordinate brigades and groups of ASCOM. He technically supervises the chaplain service throughout the command and operates a religious program for the headquarters element and adjacent units without assigned chaplains. The chaplains assigned to support elements of the ASCOM are chiefly responsible to provide chaplain support to ASCOM units. In addition, they provide supplemental support to units of the mission commands on an area coverage basis as required. This coverage will primarily consist of religious services. The chaplain—

- 1. Advises on religion, morality, morale as affected by religion, and the use of chaplains in the command and furnishes information, estimates, recommendations, and plans within these fields.
- 2. Coordinates religious ministrations of the command.
- 3. Assists in integrating the principles of good citizenship and moral behavior into the command. Assists the training officer in the implementation of character guidance instruction in the training program.
- 4. Supervises and coordinates personnel and training matters pertaining to chaplains, including character guidance instruction and training conferences.
- 5. Establishes and maintains necessary liaison with various churches, civilian and religious organizations and other organizations that assist in promoting religion and morality in the army and coordinates their religious activities within the command.

6. Coordinates religious ministrations to prisoners in confinement or arrest, PWs, and civilian internees.
7. Coordinates area religious coverage plans of the command with the overall interlocking denominational and area religious coverage plan of the TASCUM. Close coordination is maintained with the staff chaplains of the mission commands, the civil affairs brigade and other major units operating in ASCOM to provide assistance and to include them in the chaplain portion of RAS/ADC contingency plans.
8. Plans for and coordinates assistance to the theater chaplain support agency in the support and operation of religious retreat center(s) and in the provision of religious interment services in TASCUM cemeteries.
9. Monitors plans for chapel facility construction in TASCUM for compliance with theater religious policies.
10. Maintains close coordination with the ACofS, Civil Affairs, Headquarters, ASCOM concerning civilian community relations and welfare by unit chaplains of the command.
11. Coordinates with and provides professional and technical assistance to chaplains of security combat units when required.

(3) Assistant Chief of Staff, Comptroller.

- (a) The scope and number of assigned functions to be performed by the ACofS, Comptroller, will normally decrease when armed conflict increases to mid intensity. This change in functional responsibilities results primarily from legislative and executive actions. Functions to be performed during mid and high intensity conflict are:

1. Provides professional and manage-

ment engineering advice and assistance.

2. Conducts management surveys and special studies.
3. Evaluates new missions and recommends the most efficient and expeditious methods of accomplishment.
4. Administers the reports control program of the command.
5. Analyzes the ASCOM funding programs and budget guidance and recommends courses of action.
6. Coordinates and develops a command position on budgetary matters and prepares budgetary reports.
7. Performs periodical analysis of fund utilization.
8. Reviews established ADP systems and ADP equipment utilization and recommends appropriate changes to CofS.
9. Maintains inventory and operating status reports of ADPE assigned to ASCOM headquarters and subordinate elements.
10. Reviews proposals for changes in ADPS and ADPE and recommends allocation of ADPE within ASCOM.
11. Conducts internal reviews of ASCOM headquarters and subordinate elements.
12. Audits ASCOM nonappropriated fund activities.
13. Interprets regulations and directives governing nonappropriated funds and indoctrinates responsible personnel in nonappropriated fund utilization and administration.
14. Performs staff review of Reports of Survey and Reports of Boards of Officers provided for in AR 735-11.
15. Provides staff planning and technical guidance on policies pertaining to finance services.

16. Maintains liaison with and performs technical inspection of Finance Direct Support Companies.
17. Evaluates the utilization of finance units and finance personnel.
18. Resolves technical matters pertaining to the finance function and exercises staff supervision and technical control over finance elements.
19. Analyzes currency and funding requirements and the need for or the utilization of banking facilities, and recommends appropriate action.
20. Monitors savings bond and life insurance programs.
21. Reviews and recommends action to be taken on reports of investigation of loss of funds.
22. Recommends action to be taken on requests to keep or increase cash on hand or to appoint deputies to disbursing officers.
23. Establishes, as authorized, imprest funds or recommends action to be taken on requests to establish large imprest funds.
24. Exercises staff supervision over emergency reductions of automated operations.
- (b) Additional functions to be performed during periods of lower intensities of conflict and during peacetime operations are—
 1. Plans, schedules, and manages the work simplification program.
 2. Develops and monitors a work measurement program.
 3. Administers that portion of the army cost reduction program that pertains to technical data and reports, data processing systems, and to management improvement.
 4. Conducts scheduled comprehensive management surveys and maintains organization and function manuals of TD elements.
 5. Performs a continual analysis of funds utilization, develops trends, identifies problems, and recommends actions.
6. Develops operating programs and recommends changes to the army management structure.
7. Performs a continual ADPS analysis to determine the feasibility of revising existing or adopting new ADP techniques.
8. Develops, reviews, and coordinates requirements for new or additional ADPE.
9. Expands the internal review program to provide more extensive reviews of all organizations and operational procedures concerning internal controls, safeguarding of assets, accuracy and reliability of records, promotion of efficiency, and adherence to prescribed regulations and directives.
10. Represents the command in contact with General Accounting Office and Army Audit Agency.
11. Compiles statistical reports and coordinates presentations of formal reviews and analysis.
12. Disseminates critical comments identifying areas of command emphasis.
13. Coordinates the development and maintenance of plans for alternative courses of action when a computer complex and alternate computer sites are not functioning.
- (4) Assistant Chief of Staff, Civil Affairs. Functions—
 - (a) Prepares policies, plans for, coordinates civil affairs with other staff sections, and supervises programs and specific projects in all of the functional areas in support of the mission commands.
 - (b) Develops procurement procedures for the support of military forces from civilian resources; reviews requirements for assistance to the civilian population from military

sources to provide minimum essentials of food, clothing, shelter, and medical attention.

- (c) Provides for the implementation of U.S. policy and directives in support of ASCOM operations.
 - (d) Determines the availability and location of labor and materiel resources for the military forces; evaluates effects of military use of local labor and resources on the civilian economy.
 - (e) Establishes liaison with indigenous government officials.
 - (f) Coordinates emergency civil assistance when directed by appropriate authority to reduce the incidence of unrest.
 - (g) Maintains staff supervision over the civil affairs brigade of the command and the operations of its attached civil affairs units.
 - (h) Establishes procedures for the control and care of refugees, evacuees, and displaced persons.
- (5) Assistant Chief of Staff, Security, Plans, and Operations.
- (a) Prepares broad planning guidance, policies and programs pertaining to command organizations, operations, and functions.
 - (b) Develops and maintains the troop basis.
 - (c) Develops the command operations order.
 - (d) Develops policies and guidance for, and evaluates the training of the command.
 - (e) Coordinates displacements of subordinate commands and assignment of facilities.
 - (f) Supervises and controls the operations of the Military Intelligence Group, Security.
 - (g) Maintains close coordination with the cryptologistics activities of the COMMZ DISTRAs (Distribution Authority) located at the Area Support Groups, and exercises staff supervision over all COMSEC

(Communication Security) activities/operations.

- (h) Provides staff supervision and centralized control of EOD service in the COMMZ.
 - (i) Develops plans and policies for the collection, processing, and dissemination of intelligence within the command.
 - (j) Develops policies, reviews plans, and exercises staff supervision over rear area security and area damage control operations throughout the COMMZ.
 - (k) Provides the commander with damage estimates in the event of enemy attack, including nuclear, and in-post attack recovery operations; recommends priorities and coordinates reconstruction operations with supporting construction forces, through the ACofS, Services.
- (6) Assistant Chief of Staff, Services.
- (a) Prepares policies and plans for, coordinates and supervises activities in the areas of construction, communications, transportation, and for CBR, field, post exchange, and graves registration services.
 - (b) Develops the services portion of the command administrative order.
 - (c) Develops and makes recommendations for the troop basis and for organizational changes to service units.
 - (d) Develops and recommends priorities, in conjunction with other coordinating staff sections, for the services provided.
 - (e) Develops and coordinates requirements for real estate and field installations for the command and prepares plans for their acquisition, allocation, and use.
 - (f) Supervises installations support operations including real estate, fire protection, utilities operation, and the repair of real property.
 - (g) Develops policies and plans for provision and location of laundry and

bath facilities, frequency of use, and criteria for the establishment of clothing exchange operations.

- (h) Coordinates salvage activities with the ACofS, Supply and other staff sections.

(7) Assistant Chief of Staff, Supply.

- (a) Develops policies, plans, and programs and coordinates and supervises supply activities, including salvage and property disposal.
- (b) Develops the supply portion of the command administrative order.
- (c) Establishes supply levels based on directives of higher headquarters.
- (d) Recommends policies, priorities, allocations, and criteria for controlled items.
- (e) Develops policies and plans for small local purchase of supplies and authorized nonpersonal services.
- (f) Reviews supply activities of the subordinate organizations on the basis of summary management reports to evaluate the efficiency of supply functions and to insure that supply plans and policies are being carried out.
- (g) Reviews and approves supply procedures (requisition, issue, storage, accounting) and modifications thereto.
- (h) Reviews and approves proposed stockage lists and policies for subordinate organizations at the direct support level.
- (i) Has staff responsibility for the supply of construction materials, equipment, and parts for that equipment necessary to perform the installation support mission. He must also provide those items for issue in direct support of mission commands and other units operating in the TASCOM area. It is not visualized that this office will be concerned with project stocks of constructions materials other than to monitor throughput from depot to user; the

volume of these requirements normally preclude retail treatment.

(8) Assistant Chief of Staff, Maintenance.

- (a) Develops plans and establishes policies and procedures for maintenance support services in the AS-COM mission area. This excludes maintenance services performed by units and stocks in the field depots of the Supply and Maintenance Command, but includes electric generation and construction equipment.
- (b) Advises the commander and members of the staff on maintenance matters falling within the AS-COM's area of operational responsibility.
- (c) Determines the requirements for, and makes recommendations on the allocation and disposition of maintenance support units, personnel, and materiel. This will include employment of auxiliary labor and local procurement of facilities, supplies, and services.
- (d) Assigns maintenance support missions and directs transfer of workloads to make maximum utilization of support capabilities.
- (e) Exercises operational control over the Maintenance Management Center.
- (f) Supervises the ASCOM maintenance data collection effort, determining the requirements for type and scope of data received and processed by the ADP center; analyzes reports generated as a result of data processing and takes actions necessary for management by exception basis, and assures that subordinate commands are provided summary reports and other feedback information generated as a result of processing the maintenance data.
- (g) Provides policy and procedural guidance for the evacuation, classi-

fication, and salvage of captured, abandoned, and unserviceable materiel, in coordination with the AC-ofS, Supply.

- (h) Formulates guidance for development of inspection plans to insure efficient ASCOM maintenance support; conducts CMMI inspections of subordinate units, and mission command units as directed by TASC-OM.

- (i) Establishes maintenance standards for inspection and disseminates this data to subordinate commands.

c. The special staff does not exist as a separate element under the TASTA concept. Where staff functions formerly delineated as special staff functions are required, they are incorporated into the appropriate coordinating general staff sections.

d. In addition to aides and other assistants, the personal staff includes the following:

(1) Information officer.

- (a) Advises the commander and staff on all aspects of troop information, public information, and command relations with the public.
- (b) Coordinates and supervises all public information functions within the command and all troop information to include—information planning, dissemination of troop information, publication of army newspapers, and other information media, and operation of troop information broadcast stations and networks in the command.
- (c) Disseminates information pertaining to the command to appropriate information media in accordance with established command and security policies, to gain and maintain public understanding, good will, and support.
- (d) Maintains liaison with, receives, escorts and controls certain activities of civilian and military information media representatives, and assists them in obtaining and clearing material relating to the

command.

(2) Inspector General.

- (a) Inquires into and reports upon matters which pertain to the performance of the mission, state of discipline, efficiency and economy by conducting inspections, investigations, surveys, and studies as directed by the commander and as prescribed by law and army regulations.
- (b) Advises staff sections concerning matters noted during inspections and furnishes them with copies of extracts of inspection reports of direct interest to the staff section.
- (c) Receives, investigates, and reports upon allegations, complaints, and grievances of individuals and agencies.
- (d) Recommends remedial action to correct deficiencies and delinquencies noted in inspection or investigations.

- (3) Staff Judge Advocate. The staff judge advocate (SJA) is the legal advisor of the commander and has the resources of the JA section which is a part of the personal staff. He is responsible for supervising the administration of military justice in the command and is required by law to deal directly with the commander on military justice matters. He is authorized direct communication with the SJA of superior, subordinate, and adjacent commands, as well as with the Judge Advocate General. He also is responsible for the administration of claims matters, including the adjudication and certification for payment of claims in appropriate cases; providing legal opinions on international law problems (e.g., Hague Regulations, the Geneva Conventions of 1949, status of forces agreements); examining procurement contracts and furnishing advice in connection therewith; administration of war crimes matters within the command; furnishing legal assistance to military and

other authorized personnel of the command concerning personal legal problems of a civil nature; and the operational control of JAGSO teams (TOE 27-500E) when attached. The general concept for providing legal services to the ASCOM is as follows:

- (a) Legal assistance. The SJA will provide legal assistance to personnel in accordance with pertinent Department of the Army directives. Although legal assistance will be available primarily to headquarters personnel, others will be accommodated when the legal assistance workload of the local ASGP exceeds its capability.
- (b) Military affairs. The SJA will provide legal advice to the commander, staff and subordinate commanders in such areas as international law, board actions, questions of pecuniary liability, elimination proceed-

ings, procurement actions, and other legal problems.

- (c) Claims. In accordance with TASCOM claims policies, the SJA will supervise and administer all matters pertaining to claims in the command, including adjudication and certification for payment where appropriate.
- (d) Military justice. The commander of the ASCOM will be authorized to convene general courts-martial. Subordinate commanders (group and battalion) are authorized only to convene special and summary courts-marital (area support group commanders, however, will be authorized to convene general courts-martial). The SJA will supervise the administration of military justice in the command. While capable of trying general court-martial

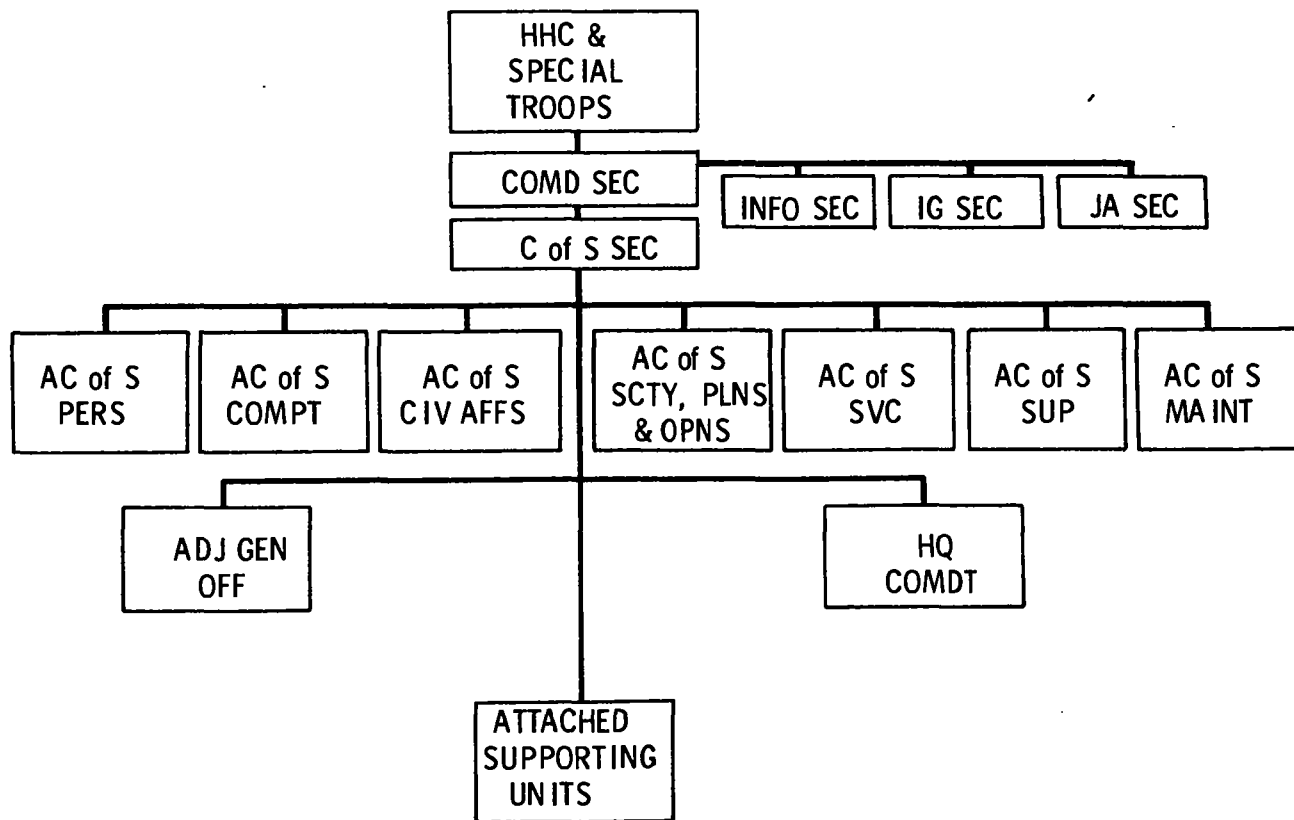


Figure 23-2. HHC, and special troops, ASCOM.

cases, it is not envisioned that the case load will be great. Most of the cases within the command will be tried by the area support group concerned, with ASCOM possibly trying only officer cases arising in the command headquarters. The system envisioned in this paragraph is based on the assumption that the Secretary of the Army will grant necessary authority to convene general court martial.

- (e) Judge Advocate General Service Organization (JAGSO) Teams. These teams from TOE 27-500 are theater army troops which have been assigned to ASCOM only for administration and are under the operational control of TASCOT. Pursuant to TASCOT directives, they are operationally attached on a temporary basis to commands and units of the COMMZ (to include ASCOM and ASGPs, if appropriate) as excess workload develop.

When so attached, they are under the operational control of the SJA of the headquarters to which attached.

- (f) AR 310-32 authorizes enlisted clerks in TOE of separate battalions, groups and similar sized units, not having judge advocate sections. These clerks, commonly referred to as "courts and boards" clerks, in addition to the clerical work incident to the exercise of summary and special court-martial jurisdiction, also do the administrative work incident to non-judicial punishment under Article 15, Uniform Code of Military Justice and miscellaneous board actions.

e. Adjutant General's Office. The adjutant general's office operates under the Chief of Staff, with general staff supervision provided by the ACofS, Personnel. It is not an adjutant general special staff section or function. It performs the usual duties of a headquarters administrative office.

Section III. AUTOMATIC DATA PROCESSING UNIT

23-6. The Automatic Data Processing Unit

This unit provides a large capacity automatic data processing center for the Area Support Command and the engineer command. It also provides alternate ADPE support for

other TASCOT computer centers. Its capabilities include—installing, operating, and maintaining general purpose data processors, including associated devices and digital data transmission terminals; maintaining a computer program library and adapting same to local requirements for data processing; and

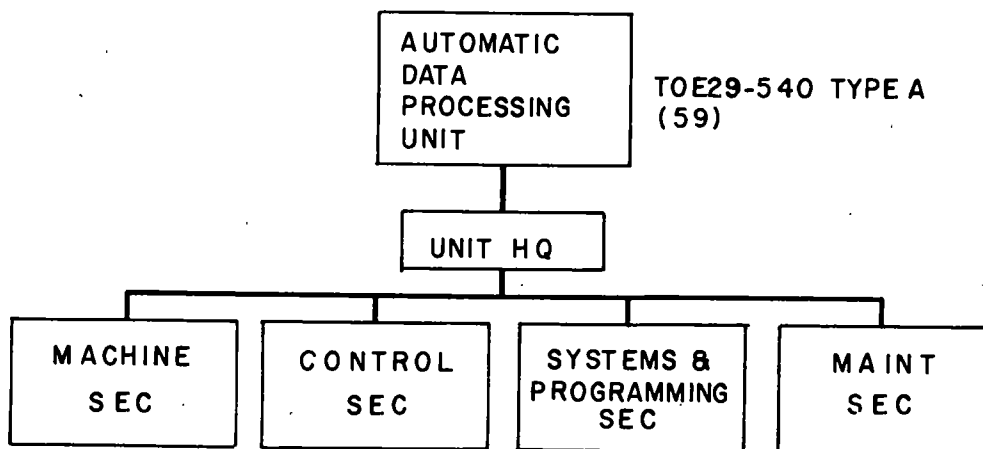


Figure 23-3. Automatic data processing unit, area support command.

preparing computer programs for new applications to be used locally.

23-7. The Automatic Data Processing Unit, MTEL 12-540 (fig. 23-3)

This unit is assigned to Headquarters, Area Support Command. It receives administrative

supervision from the Headquarters Commandant. Priorities for utilization of the ADP equipment are established by the Chief of Staff. It is assigned on the basis of one per Area Support Command. Staff supervision over the ADP facilities is exercised by the ACofS, Comptroller.

Section IV. MAINTENANCE MANAGEMENT DETACHMENT

23-8. General

a. A Maintenance Management Detachment MTEL 29-403, (fig. 23-4), is assigned to the Area Support Command. The ACofS, Maintenance, exercises operational control over the detachment which, together with assigned headquarters personnel and utilizing ADP equipment of the Automatic Data Processing Unit, forms a Maintenance Management Center.

b. Maintenance and materiel status data will be collected and analyzed to provide management for the various functions of maintenance. This data will be used by maintenance managers, supervisors, commanders, and staff elements. The data will provide a significant management tool upon which to base decisions and to provide information on the status of maintenance. It will also provide a means for the efficient and economical management of the maintenance effort, to include the provisions of a determination factor for use in forecasting maintenance requirements and the status of materiel readiness.

23-9. The General Categories of Data Requirements

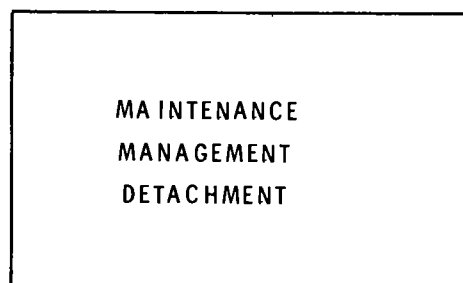
a. Current. Includes density, status, and factor data which are permanent and updated periodically, i.e., Modification Work Order (MWO) control and Equipment Improvement Report (EIR) summaries.

b. Historical. Includes performance type data which indicates past maintenance accomplishments and repair parts usage.

c. Operational. Includes control type data used in the management operations such as control of workload, scheduling, productivity, inspection, calibration, and quality control.

23-10. Maintenance Management Center

The Maintenance Management Center will be collocated with the ADP installation in the headquarters. This center will process data and furnish information to the Supply and Maintenance Command, TASCOT, as required. Also, information in the form of machine printouts will be furnished to Area Support Groups, attached maintenance battalions, assigned direct support maintenance units, and supported units.



MTEL 29-403
(26)

Figure 23-4. Maintenance management detachment, ASCOM.

Section V. PERSONNEL AND ADMINISTRATION BATTALION

23-11. General

Direct personnel and administrative support activities utilizing automated data processing

equipment are centralized at the Area Support Command (ASCOM). The ASCOM Personnel and Administration Battalion, an operating

element of the ASCOM Personnel Services Center (PSC), is responsible for executing the personnel and administrative policies established by the Theater Army Support Command, Personnel Command, Medical Command, Supply and Maintenance Command, Transportation Command, Engineer Command and Area Support Command and for other units as may be directed by Theater Army.

23-12. Organization

The Personnel and Administration Battalion is a subordinate unit of the Area Support Command. The organization of the battalion is shown in figure 23-5.

23-13. Command Relationships

The ACofS, Personnel, Area Support Command, exercises operational control over the Personnel Service Center. The Personnel and Administration Battalion is an element of the Personnel Services Center.

23-14. Operational Concepts

a. General. The ASCOM provides direct personnel and administrative service support to all Theater Army and TASCOM units in the COMMZ. The Personnel Service Center (PSC) provides, on a scheduled basis, or as requested by any unit or command served, personnel and/or administrative support as prescribed by the policy of the particular headquarters to which the requesting units are assigned. The Personnel Service Center, utilizing ADPE of the ASCOM, maintains personnel and administrative data from which personnel and administrative reports are furnished to all units and headquarters supported and to higher headquarters. Requests for personnel and/or administrative action on either a unit or individual basis are acted upon by the PSC within the policy of the respective headquarters. Exceptions to policy on an administrative or personnel matter are directed to the headquarters establishing the policy, for action. The Personnel and Administration Battalion operates a records library for maintenance of all publications in the COMMZ and for correspondence and documents created by the units and headquarters located in the COMMZ. Liaison

is established by the PSC between all major headquarters being supported to facilitate communications regarding personnel and administrative policy.

b. Personnel Record. In the field of personnel management and actions, a command personnel record is maintained in magnetic form for each individual assigned to nondivisional units in the communications zone. Personnel information contained on the command record is furnished to the units being supported. Summarized personnel strength and status information for local personnel management actions and for determining priority of assignment of replacements is furnished to each major supported headquarters and to subordinate units, as required. Companies report an individual's status change directly to the PSC for an update of the command personnel record. The PSC transmits the necessary changes to the Personnel and Administrative Center (PAC), Personnel Command, to update the administrative record. Battalions and separate companies process personnel management actions such as requests for reclassification in MOS, reassignment and appointments, and personnel actions such as administrative boards, separations, and recommendations for awards, directly to the Area Support Command PSC for action. The PSC takes action based upon personnel policies established by the supported headquarters.

c. Records Library. Reproduction and publication control, records disposition, and forms management functions are centrally monitored for the COMMZ units served by the Personnel and Administration Battalion. A central records library is established for storage, retrieval, disposition, and destruction of all unclassified documents (correspondence, records, reports and publications) that have retention periods greater than 30 days, received and generated by units located in the COMMZ. All documents are maintained in computer random access magnetic storage or on microfilm. Units or individuals request information or copies of documents from the central records library via organic communications.

d. Printing and Publications. Field printing units will not exist in a theater of operations.

Printing requirements will be accomplished in the continental United States (CONUS). Reproduction of documents is accomplished in the theater of operations either with organic unit reproduction equipment or by reproduction equipment available to the Area Support Command Personnel and Administration Battalion. DA, DOD, and other Army-wide publications and blank forms are furnished to the units directly from CONUS using postal facilities and are supplied on a predesignated scheduled basis.

23-15. Organizations and Capabilities

a. General. Headquarters and Headquarters Detachment (HHD), Personnel and Administration Battalion, TOE 12-66, provides command, control and staff planning, coordination, and supervision of assigned and attached units which provide personnel and administrative services to the Area Support Command, TASCOC units and other Theater Army units. The detachment is dependent upon the Personnel Service Company for mess and supply.

b. Personnel Service Company.

(1) Personnel Service Company, TOE 12-67 (fig. 23-6), provides direct personnel administrative and second level personnel records maintenance support to the command, headquarters and units supported. The Personnel Service Companies are assigned to the Personnel and Administration Battalion, ASCOM and perform the following support functions:

- (a) Maintain and update, using automatic data processing equipment, all personnel records for units supported.
- (b) Prepare personnel status and strength reports for higher, lower, and parallel headquarters from personnel information contained on the command personnel record.
- (c) Execute supported command/headquarters personnel policies including, but not limited to, promotions, appointments, demotions, decorations and awards, separations, and rotations.

- (d) Recommend personnel management action to the various commanders in the areas of assignment and utilization of manpower.
 - (e) Act upon requests for reassignment, reclassification, and appointments, based upon policy of the headquarters to which the unit or individual is assigned.
 - (f) Publish all personnel orders except those personnel actions authorized to be published by unit orders.
- (2) The Personnel Service Company supports and provides service to each TASCOC mission command (Personnel, Engineer, Transportation, Supply and Maintenance, and ASCOM) and its subordinate units. TASCOC and Theater Army headquarters are provided direct personnel administrative support by the Personnel Service Company supporting the Area Support Command.
- (3) The Personnel Service Company utilizes the ASCOM ADPE to maintain personnel policies, data and individual command records of the headquarters supported.
- (4) The Personnel Service Company is physically located as directed by the Commanding Officer, Personnel and Administration Battalion. In some cases, it may be desirable to collocate the Personnel Service Company with the mission command headquarters serviced and supported. This will not, however, infringe upon the operational control supervision, and command prerogatives of the Commanding Officer, Personnel and Administration Battalion.
- (5) The Personnel Service Company maintains the personnel policies of the mission command supported and its subordinate units on the files of ADPE. Therefore—
- (a) All personnel actions and requests are forwarded direct from a company-size unit to the servicing Personnel Service Company. The

Personnel Service Company queries the command policy file of the ADP Center in regard to the action or request.

- (b) If there is no policy on it, the Personnel Service Company forwards the action or request to the appropriate mission command headquarters or subordinate unit for disposition.
- (c) If the action or request is an exception to policy, it must be forwarded through command channels. The approval or disapproval should be returned through command channels to the originator. If approved, the action or request should be forwarded to the Personnel Service Company by the originating unit with the approval of the exception attached.

- (6) Although the ADP files contain personnel data and records, all requests for personnel information, data, or reports must be forwarded through the servicing Personnel Service Company. In unusual cases, such information, data, or reports may be forwarded by the Personnel and Administration Battalion.

c. Administrative Services Detachment.

- (1) The Administrative Services Detachment (TOE 12-570) (fig. 23-7), provides centralized administrative support in the areas of volume reproduction and central records library services. It performs the following functions:
 - (a) Maintains in computer random access magnetic storage or microfilm, and provides a "hard copy" retrieval capability for, unclassified documents produced or required by supported units.
 - (b) Provides centralized automated means for monitoring the functions of records management to include forms management and files disposition.

(c) Provides volume reproduction serv-

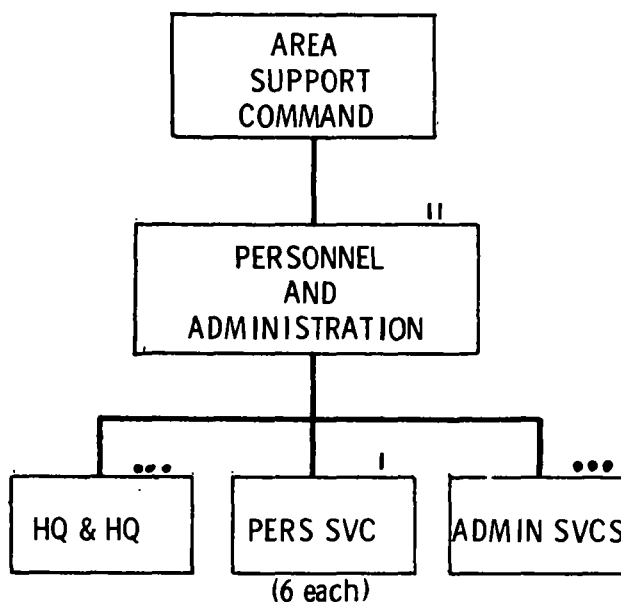


Figure 23-5. Personnel and administration battalion, ASCOM.

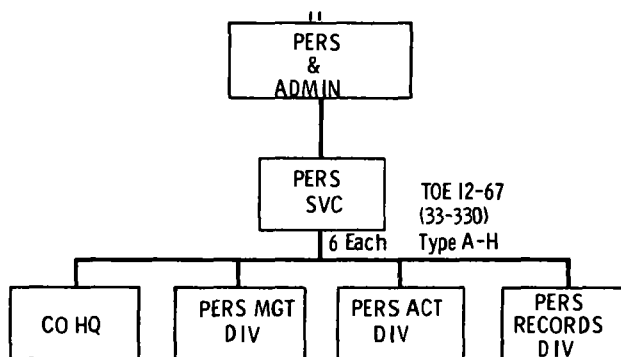


Figure 23-6. Personnel service companies, ASCOM.

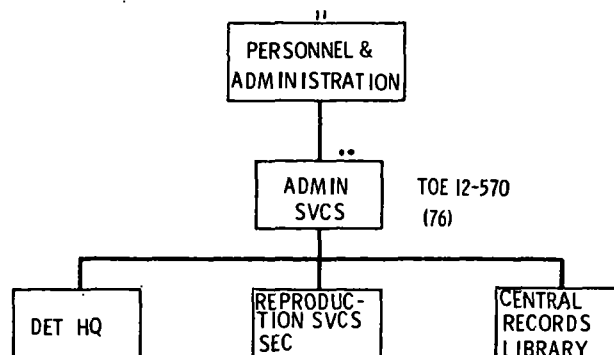


Figure 23-7. Administrative service detachment, ASCOM.

ices to supported units when the page quantity exceeds the capacity of reproduction equipment or personnel within the requesting unit.

- (2) The Administrative Services Detachment is attached to a Personnel Service Company for mess and maintenance.

Section VI. SIGNAL OPERATIONS COMPANY, MEDIUM HEADQUARTERS

23-16. The Signal Operations Company, Medium Headquarters, TOE 11-127E (fig. 25-8)

This company provides internal Signal communications facilities and photograph service. It performs the following functions:

a. Installs, operates, and maintains on a 24-hour basis, communications facilities for Headquarters, ASCOM, to include—

- (1) Manual telephone central office and local telephone system.
- (2) Circuit control and information service.
- (3) Secure tape relay and teletypewriter circuits.
- (4) Secure radio teletypewriter circuits.

b. Establishes and operates a message center which provides—

- (1) Message handling facilities.

- (2) Facsimile transmission and reception facilities.
- (3) Motor messenger service within the supported headquarters complex and to its subordinate headquarters.

c. Performs photographic service on a 24-hour basis to include—

- (1) Still and motion picture coverage (except aerial photography).
- (2) Operation of mobile photographic laboratory for processing ground and aerial photographic coverage (except aerial combat surveillance) as required.

d. Performs direct support level maintenance of organic Signal equipment.

e. Provides unit administration, supply and mess facilities, and organizational maintenance

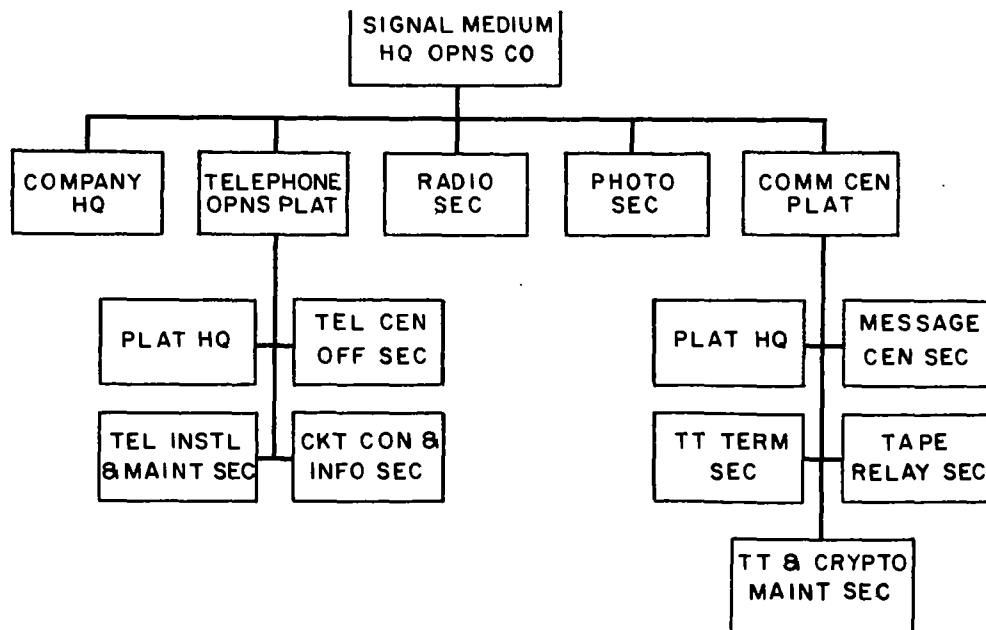


Figure 23-8. Signal operations company, medium headquarters.

of organic arms, vehicles, and power equipment.

f. This unit depends upon Signal units of the area communications system for trunking circuits and carrier termination facilities for integrating this unit into the area communications system.

g. This unit depends upon TOE 11-500 teams for additional communication capabilities.

h. This unit is attached to the Headquarters, ASCOM, for administrative support and is provided by, and under the operational control of, the Theater Army Signal Group, Theater Signal Operations Command.

Section VII. EXPLOSIVE ORDNANCE DISPOSAL

23-17. General

Direct explosive Ordnance disposal (EOD) support activities are controlled and supervised at the Headquarters, Area Support Command level by the ACofS, Security, Plans, and Operations. The EOD Branch of the ACofS, S, P and O, is responsible for executing the EOD support plan through the eight EOD Detachments in the COMMZ, assigned on the basis of one per Area Support Group. A KC Detachment, EOD Control, TOE 9-500, consisting of two officers and six EM, is attached to the EOD Branch, ACofS, S, P and O.

23-18. Span of Control

a. The EOD Branch, augmented by the control detachment, is capable of exercising staff supervision of up to nine EOD Detachments, Normal controls exercised include—

- (1) Establishment of policies governing EOD service in the COMMZ; establishes the EOD incident reporting system.
- (2) Assignment of specific disposal missions to the subordinate EOD detachments.
- (3) Distribution of personnel and equipment to meet high priority operations or to balance workloads.
- (4) Most functions performed constitute monitorship, coordination, and control of EOD services.

b. Fragmentation of the EOD Branch may be accomplished as required by deploying the attached control detachment to a forward position.

c. Capabilities and functions of the EOD Branch:

- (1) Prepares policies governing EOD service and the explosive reconnaissance program.
- (2) Operates an EOD control center and assigns specific disposal missions.
- (3) Advises the ACofS, S, P and O on assignment of priorities to incidents.
- (4) Recommends assignment of personnel to, and distribution of, EOD units; has authority to temporarily move personnel and equipment to meet high priority operations (without the prior approval of the Director, S, P and O, ASGP), or to balance workloads.
- (5) Evaluates EOD activities and initiates action to improve service.
- (6) Collects and disseminates technical intelligence information related to EOD operations.
- (7) Monitors availability and recommends distribution of EOD special equipment.
- (8) Coordinates for support of EOD disposal operations (technical intelligence support, engineer earth excavating equipment, fabrication of special tools, etc.), and conducts liaison with ASGP RAS/ADC centers and with other staff EOD elements within the theater.

23-19. Operational Concepts

a. The EOD Branch provides staff supervision and centralized control of EOD service in the COMMZ. The branch prepares directives governing EOD service, provides guidance to subordinate commands, monitors, coordinates, and controls the EOD support activities and the conduct of the explosive ordnance recon-

naissance program. It also advises the ACofS, S, P and O on assignment of EOD incident priorities and apportionment of personnel, units, and special equipment.

b. Technical Intelligence reports received from intelligence channels are disseminated to the disposal detachments. Reports received from EOD units are processed through intelligence channels to other TASCOT EOD units, and directly to the FASCOM ACofS, S, P and O. Rapid transmission of these reports to disposal detachments is a matter of urgency in the interest of disposal operations safety. The EOD branch coordinates the technical intelligence support of EOD field evaluation activities.

c. The low density of EOD special tools and equipment requires emphasis on monitoring the status of these items in EOD detachments. The EOD branch coordinates requirements with the ACofS, Supply. The development of render safe procedures for first seen foreign ordnance may entail the need to fabricate special tools. These requirements are coordinated with Staff EOD elements theater-wide to assure inclusion of sufficient quantities for distribution to all EOD units in the theater. It is readily apparent that close coordination is mandatory between the area support command and other staff EOD elements.

d. In coordination with the supply and maintenance command the EOD branch develops policies to assure adequate EOD support of nuclear, chemical and biological munitions logistic operations.

e. Certain special equipment such as earth excavating machines may be maintained at engineer (or other) units for use by or for support of EOD detachments. The development of policies and coordination for this support are the responsibility of the EOD branch.

f. Requirements for EOD service are reported to the RAS/ADC centers at area support groups. The RAS/ADC centers report the information to the EOD detachment designated to provide EOD service for that geographical area. Requirements beyond the capability of the disposal detachment in that area are reported to the EOD Branch ACofS, S, P and O, ASCOM where priorities of EOD support are

changed, if appropriate. Authority for assigning priorities rests with the area support command ACofS, S, P and O. The EOD branch recommends reapportionment of EOD capability to meet support requirements. If the workload exceeds unit capabilities on a continuing basis the EOD branch recommends that additional disposal detachments be authorized.

g. The EOD branch should not require a communications capability other than the common user system established for the area support command headquarters.

23-20. Nonorganic Mission Support Required

a. *Equipment.* Certain items of special equipment used during EOD operations may be provided by TASCOT units. This applies particularly to large items of equipment such as earth excavating machines which require special operator and maintenance skills and which are not used by EOD units day to day. Placement of special equipment and skills should be determined on an item by item basis as part of the developmental process.

b. *Technical Intelligence.* EOD units conduct field evaluation of unexploded munitions. The conduct of this activity is of special importance to the safety of personnel and materiel, particularly when an incident involves first seen foreign munitions. The need to develop and rapidly disseminate safe disposal procedures must be emphasized. It is expected that EOD units will require assistance from the theater technical intelligence units in evaluation of missiles, chemical, biological, and nuclear munitions. Reports on first seen munitions should be disseminated as urgent information.

23-21. Staff Relationship to Subordinate Commands

a. At Headquarters, Area Support Group, staff supervision of EOD support for damage control activity is exercised by the Director, S, P and O, and although an EOD branch is not provided, EOD qualified personnel are on his staff. Further, it is not envisaged that more than one disposal detachment would be located

in a given area support group on a continuous basis.

b. The ASCOM ACoS, S, P and O, EOD branch provides guidance to the ASGPs for the conduct of EOD service. Operational control exercised by Headquarters, ASCOM includes establishment of policies governing EOD service, assignment of priorities to incidents, re-apportionment of EOD units within ASGPs to balance workloads, and redistribution of special equipment to support operational needs.

23-22. Organizations and Capabilities

a. Detachment KC, EOD Control, TOE 9-500, operates a control center for the receipt of explosive ordnance incident reports, sched-

uling of disposal operations, dispatch of disposal detachments to effect disposal, receipt of completion reports, and routing of information of technical intelligence values. It supervises two to nine EOD detachments and may perform emergency disposal missions within equipment capabilities. It is assigned to ASCOM on the basis of one per ASCOM or eight detachments, KA.

b. Detachment KA, Explosive Ordnance Disposal, TOE 9-500, disposes of latent explosive ordnance, such as bombs, shells, rockets, and guided missiles, in all areas under theater army control. It is assigned to ASCOM on the basis of one per Area Support Group or one per 30,000 troops.

CHAPTER 24

MILITARY INTELLIGENCE GROUP, SECURITY

Section I. GENERAL

24-1. General

a. Mission and Functions. The mission of this group is to provide military intelligence specialist support to TASCOM for the security of U.S. personnel and installations within the TASCOM area. The group accomplishes its mission by the performance of the following functions:

- (1) Personnel security and complaint type investigations.
- (2) Counterintelligence surveys and inspections.
- (3) Security support for Army nuclear weapons systems and facilities.
- (4) Counterespionage, countersabotage, and countersubversion operations.
- (5) Interrogation of suspected guerrillas and prisoners of war captured in the TASCOM area.
- (6) Operation of a centralized record facility on personnel of intelligence interest for TASCOM and other elements of Theater Army.
- (7) Assistance in security education program for TASCOM personnel.

b. Organization (fig. 24-1).

c. Command Relationships.

- (1) With ASCOM: The Military Intelligence Group, Security, is assigned to ASCOM and functions under the staff supervision of the ACofS, Security, Plans and Operations.
- (2) With assigned units: Normal command relations.
- (3) With units of other commands: The Group exercises coordination of its

operations through direct liaison with the Military Intelligence Group, Field Army, the Military Intelligence Group, Theater Army and the intelligence units supporting Theater Air Force and Theater Navy. Liaison is maintained with intelligence and police services of host governments, allied nations, and U.S., and particularly with Military Police and Civil Affairs units who are primary sources of intelligence information.

24-2. Concept of Operations

a. TASCOM operations are threatened by the activity of hostile elements whose mission is to collect information, disrupt U.S. operations, destroy materiel and lower U.S. morale in coordination with operations of conventional hostile military forces. The hostile threat in the TASCOM area is composed of military and civilian personnel who, as individuals, employ clandestine procedures to collect information and commit acts of sabotage. The collected information is employed to provide target data for air and missile attack on TASCOM facilities. Larger groups of military or civilians operate as guerrillas in the conduct of sudden and sharp attacks to destroy service support installations.

b. The Military Intelligence Group, Security, is organized and trained to operate against the hostile threat in the areas of espionage, sabotage, and subversion. As a by-product of these operations, the group will collect intelligence information on guerrilla forces but it has no capability to conduct reconnaissance against such forces. The group assists TASCOM unit commanders in the exercise of their security

responsibilities by performing the functions listed in paragraph 24-1a.

c. The Military Intelligence Group, Security, exercises centralized control and management of personnel security, counterespionage, countersabotage and countersubversion operations within TASCOM. Personnel security cases develop into a large number of investigations throughout Theater Army and CONUS and require a single point of control. In a similar manner, the Group must conduct unified planning and operations against the hostile clandestine threat whose activities transcend Area Support Group boundaries.

d. Because of the distribution of Army personnel and facilities will not be uniform within TASCOM and activities of the hostile threat will vary geographically, the Military Intelligence Group, Security, in coordination with the ACofS, Security, Plans and Operations, ASCOM, will make necessary personnel adjustments between subordinate detachments of the Group.

e. Military and civil intelligence activities of host governments and allied nations will be engaged in the conduct of similar operations against hostile clandestine agents. The limited strength of the Military Intelligence Group, Security, is predicated upon the effort and unique capabilities of these agencies. Dependence will also be placed upon these agencies for part of the clearance actions on indigenous labor force personnel requested by TASCOM units. The Group contains only sufficient personnel to process and maintain control of unit requests.

f. An imagery interpretation capability has not been included in the organization of the

Military Intelligence Group, Security. When the hostile threat causes the assignment of an Aerial Reconnaissance and Surveillance unit to ASCOM, a Military Intelligence Detachment with appropriate imagery processing and interpretation capabilities should then be assigned.

g. Technical intelligence functions have not been assigned to the Military Intelligence Group, Security. Technical intelligence collection capabilities have been included in the organization of the Military Intelligence Group, Field Army, since this unit has the best opportunity to acquire those items of interest to Theater Army, TASCOM and Field Army. Technical intelligence processing and intelligence production has been retained at Theater Army level for the centralized support of all elements of Theater Army. ASCOM will issue instructions on the notification procedure and evacuation of such items of technical intelligence interest as may come to attention of units within the TASCOM area.

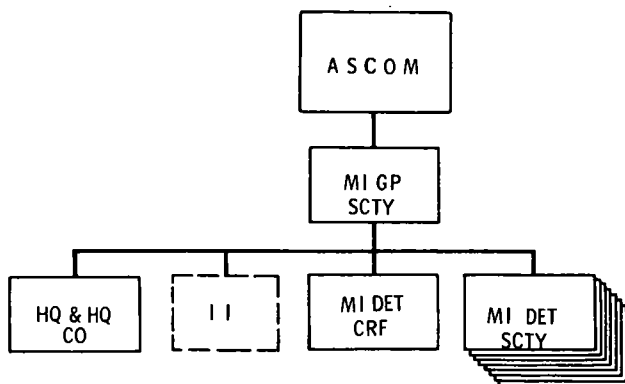


Figure 24-1. Military intelligence group, security, ASCOM.

Section II. HEADQUARTERS, MILITARY INTELLIGENCE GROUP SECURITY

24-3. General

a. *Mission and Functions.* The mission of group headquarters is to provide command and control of assigned and attached military intelligence units. The headquarters accomplishes its mission by performance of the following functions:

- (1) Control of all army personnel security cases and the assignment of leads to

subordinate detachments, Military Intelligence Group, Field Army, Theater Army, and CONUS, as appropriate.

- (2) Processing of information, planning and conduct of counterespionage, countersabotage, and countersubversion operations through subordinate military intelligence detachments.
- (3) Processing and supervision of coun-

terintelligence surveys and inspections conducted by headquarters element.

- (4) Liaison with parallel U.S. host government, and allied nations intelligence and police activities.
- (5) Procurement, issue and maintenance of classified equipment and supplies peculiar to intelligence operations of subordinate detachments and Theater Army intelligence units in accordance with Army Regulation 381-143.
- (6) Allocation of personnel resources based on ASCOM priorities, functional requirements, and disposition of Army units and hostile elements.
- (7) Exercises technical direction and supervision over centralized group intelligence operations.

b. Organization.

c. Command Relationships.

- (1) With higher headquarters: This group is under the staff supervision of the ACofS, Security, Plans and Operations, ASCOM.
- (2) With subordinate commands: Normal staff relations.

24-4. Concept of Operations

The Military Intelligence Group Headquarters supervises the activities of assigned and attached military intelligence units; evaluates the effectiveness of group operations; produces and disseminates intelligence and counterintelligence within its functional areas of responsibility; recommends to ASCOM changes in operational priorities and measures to enhance security. The headquarters is dependent upon the Area Communication System for the direction of its intelligence operations and upon the Personnel and Administration Battalion, ASCOM, for the production of reports and the maintenance of records. The staff elements perform the following functions within the responsibilities and capabilities of the group:

a. S-1.

- (1) Develops and coordinates personnel policies including requisitions, classi-

fication, assignments, awards and decorations, separation and rotation and administrative policies including reports control, records management and reproduction control.

- (2) Provides internal administrative service for the headquarters to include message center operation, classified document control, communication center operation, telephone switchboard operation, drafting and reproduction.
- (3) Maintenance of staff files, staff reference library, historical files, and provision of limited legal service.
- (4) Coordinates group personnel actions with Personnel and Administration Battalion, ASCOM.
- (5) Coordinates with Personnel and Administration Battalion, ASCOM, the assignment of military intelligence specialists to the battalion and the development of battalion SOP for the compartmentation and handling of records and personnel actions pertaining to the Military Intelligence Group, Security.

b. S-2.

- (1) Develops and supervises group personnel security policies and procedures.
- (2) Directs and reviews reports of personnel security investigation on group personnel.
- (3) Develops and supervises implementation of physical security policies and procedures for the headquarters and subordinate detachments.

c. S-3.

- (1) Develops plans and programs for the operations of the group and evaluates requirements, priorities, resources, personnel effort and effectiveness of operations.
- (2) Receives and processes requests for personnel security investigations, establishes case control and suspense files, prepares, assigns and dispatches lead sheets, consolidates and reviews reports of investigations, for-

wards reports containing unfavorable or derogatory information through command channels and all other reports direct to the requesting unit.

- (3) Coordinates and monitors security inspections and sites surveys of nuclear weapons system sites and special ammunition storage and movement. Reviews and forwards reports of inspection.
- (4) Coordinates request for counterintelligence surveys and inspection. Receives complaint reports and forwards them through command channels to the requester.
- (5) Disseminates to subordinate units ASCOM priorities and approved procedures for conduct of counterintelligence surveys, inspections and technical inspections to be conducted for Area Support Groups.
- (6) Reviews subordinate detachment periodic inspection reports and forwards to ASCOM recommendations for improvement of concerned unit installation security program.
- (7) Reviews, collates and analyzes subordinate detachment reports of investigation of suspected sabotage, prepares and disseminates intelligence reports and countersabotage technical reports; develops, controls and evaluates group countersabotage operations; provides information to the ASCOM staff element responsible for counterespionage operations.
- (8) Prepares plans and programs for development or changes in missions, functions and organization of the group.
- (9) Develops and supervises implementation of the group training program.
- (10) Receives, collates and evaluates information on hostile espionage, sabotage and subversive threats; develops, assigns actions, supervises execution and evaluates effectiveness of these operations; maintains case files and source control records; provides for and supervises group interroga-

tion facility; produces and disseminates intelligence and technical counterespionage reports.

- (11) Provides technical support to subordinate detachments to include photography, polygraph examinations, locking and intrusion devices, electronic surveillance and other specialized technical equipment.
- (12) Produces and disseminates intelligence which is a by-product of group operations.
- (13) Conducts operational liaison with other U.S. host governments, and allied nations intelligence and security agencies.
- (14) Recommends reallocation of personnel resources of subordinate detachments.

d. S-4.

- (1) Develops policies, plans and programs for the supply and maintenance support of the group.
- (2) Requisitions, draws and issues standard supplies and equipment required or authorized the headquarters.
- (3) Supervises the supply procedures and property records maintained by subordinate detachments.
- (4) Maintains the Theater Army Intelligence Property Account; determines requirements for requisitions, procures, stores, issues and maintains records on classified and nonstandard equipment and supplies peculiar to intelligence operations. Procures, issues, and maintains classified equipment and supplies peculiar to intelligence operations for Theater Army intelligence units (to include Field Army intelligence units).
- (5) Operates a centralized maintenance facility for nonstandard intelligence equipment; receives from and ships repaired intelligence equipment to Theater Army intelligence units; through inspection and training, insures compliance with user maintenance requirements.

e. Headquarters Company.

- (1) Draws, issues and maintains records for individual clothing and equipment for headquarters personnel.
- (2) Operates a group headquarters mess as required.
- (3) Supervises unit maintenance on weapons, vehicles, and equipment of the headquarters.

ons, vehicles, and equipment of the headquarters.

f. Budget and Program Section. Is responsible for all budget and fiscal matters for the headquarters to include the allocation, expenditure control, and accounting of intelligence contingency fund for the group.

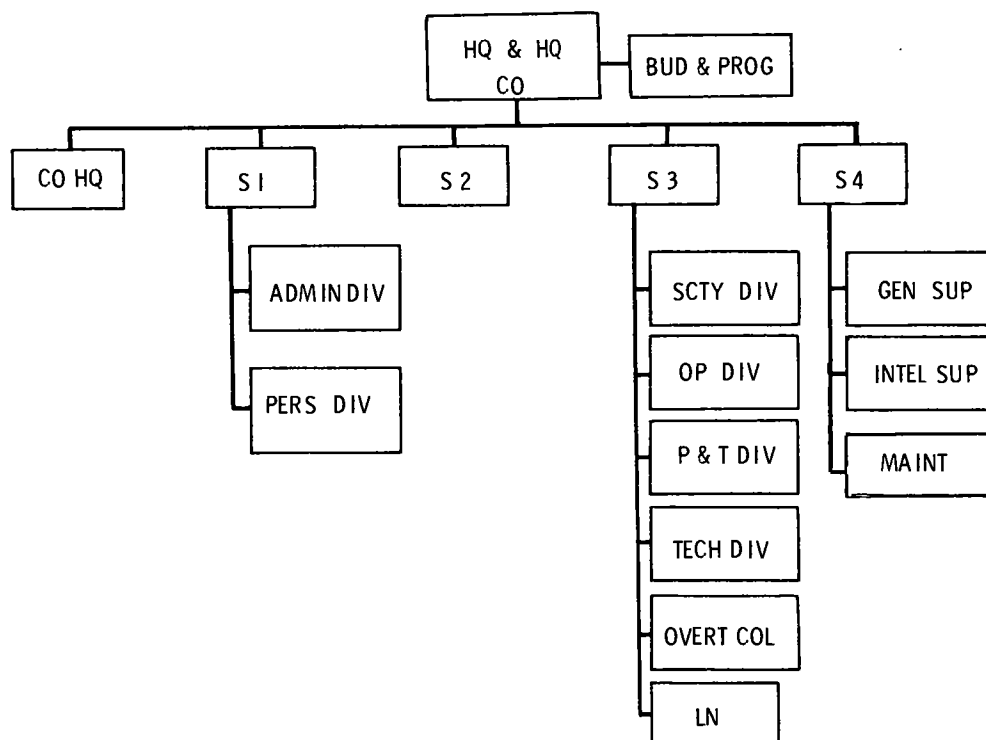


Figure 24-2. HHC, MI group, security.

Section III. MILITARY INTELLIGENCE DETACHMENT, CRF

24-5. General

a. Mission and Functions. The mission of this detachment is to maintain a central records facility on personnel of intelligence interest for Theater Army and to provide direct support to Theater Army intelligence units. The detachment performs its mission by performing the following functions:

- (1) Receives, screens, extracts and files reports from detachments of the Military Intelligence Group, Security, and other intelligence units of Theater Army.

- (2) Opens new dossiers and updates existing dossiers with incoming reports.
- (3) Maintains a central index and a dossier file.
- (4) In response to queries from within the group and from other Theater Army intelligence units, conducts file searches and provides direct support to counterespionage, countersabotage and countersubversion operations.

b. Organization (fig. 24-3).

c. Command Relationships. The detachment is assigned to the Military Intelligence Group,

Security and operates under the direct supervision of the group S-3.

24-6. Concept of Operations

The Military Intelligence Detachment, CRF, is normally located in the immediate vicinity of the headquarters of the Group and is dependent upon the Group for its administrative, communication and logistical support. It maintains its own message center and teletype terminal, and provides for its own control of classified documents.

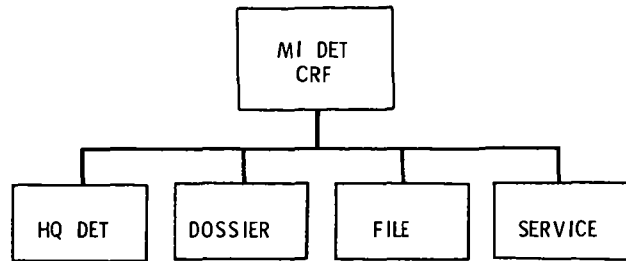


Figure 24-3. Central record facility, MI group, security.

Section IV. MILITARY INTELLIGENCE DETACHMENT, SECURITY

24-7. General

a. *Mission and Functions.* The mission of the Military Intelligence Detachment, Security, is to conduct operations which will enhance personnel and installation security of, and reduce the hostile clandestine threat to, U.S. personnel and facilities in the TASCOM area. The detachment accomplishes its mission by performance of the following functions:

- (1) Conducts personnel security interviews and complaint-type investigations.
- (2) Conducts counterintelligence surveys, inspections and technical inspections.
- (3) Conducts counterespionage, counter-sabotage and countersubversion operations.
- (4) Processes requests for clearance of indigenous labor force personnel.
- (5) Assists Area Support Groups in security education programs.
- (6) Conducts interrogation of prisoners of war and guerrillas captured in the TASCOM area.
- (7) Assists in the screening of indigenous personnel for intelligence operational leads and for suspected guerrillas.

b. *Organization* (fig. 24-4).

c. *Command Relationships.*

- (1) *Higher Commands.* The detachments are assigned to the Military Intelligence Group, Security, which exercises operational control over the de-

tachments' operational activities. The detachments are attached to Area Support Groups for logistical support. Area Support Groups also levy security education, installation security, and interrogation requirements directly upon attached security detachments.

- (2) *Subordinate Elements.* The detachments exercise operational control over subordinate elements separately located within their respective Area Support Group areas.

24-8. Operational Concepts

The Military Intelligence Detachment, Security, provides security support for Area Support Group and Army units or facilities located within the Area Support Group area. Subordinate elements of the detachment are located within the area Support Group area with the larger groupings of service support units or at locations which facilitate counterintelligence operations. The disposition of personnel resources are based upon requirements of the Military Intelligence Group, Security, and the Area Support Group.

a. The detachment headquarters is located in the immediate vicinity of Headquarters, Area Support Group and its Director, Security, Plans and Operations. The detachment is dependent upon Area Support Group for normal logistical support to include communications. The Director, Security, Plans and Operations, determines requirements for, and approves the disposition of, interrogation personnel. The de-

achment coordinates with the Director, Security, Plans and Operations, in the development of the command's security education program and develops schedules for participation. Installation security requirements are levied on the detachment by the Director, Security, Plans and Operations. Unit requests for counterintelligence surveys, inspections and technical inspections are forwarded to Area Support Group for approval, designation of priorities and assignment to the detachment for accomplishment. Resulting reports are forwarded direct to the requesting unit with information copies to Area Support Group.

b. Requests for personnel security investigations are forwarded direct from the requesting unit to the Military Intelligence Detachment. After verifying the completeness of the request form and establishing a suspense, requests on U.S. personnel are forwarded to the Military Intelligence Group, Security, and requests on indigenous personnel are passed to the appropriate host government or allied nation agency for action. Resulting reports of investigation are dispatched to the requesting unit. Verified requests for investigation on Army personnel are forwarded to the Military Intelligence Group, Security, for control and preparation of lead sheets. Lead sheets are received by the detachment from Group based on requirements throughout the Department of Defense. After establishment of suspense, lead sheets are assigned to subordinate elements for interview. Reports of interview are checked for accuracy and completeness and forwarded to Group for further action.

c. In accordance with Area Support Group policy, Army units immediately notify the detachment of all suspected acts of sabotage. Action is assigned the appropriate subordinate

element for investigation. The unit and Area Support Group are informed of the result of investigation and copies of the report are retained in the detachment file, forwarded to Group, and, if appropriate, to the Military Intelligence Detachment, CRF.

d. The detachment may recommend counterespionage, countersabotage, and countersubversion operations to the Military Intelligence Group, Security, but does not initiate specific operations independently. Plans approved by group and appropriate parts of plans developed by group form the basis for counterintelligence operations of the detachment. Reports to Group permit a determination for expansion or curtailment of operations.

e. Information received from liaison personnel, army units including local Military Police and Civil Affairs elements, and indigenous sources are screened for dissemination and forwarded as appropriate to the Director, Security, Plans and Operations, Area Support Group; Military Intelligence Group, Security; and other U.S. host government, and allied nation intelligence agencies.

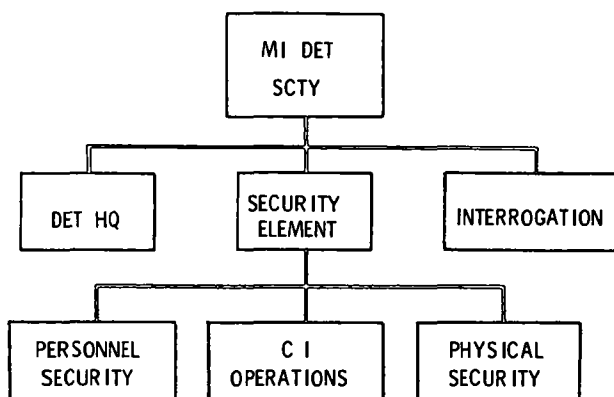


Figure 24-4. Military intelligence detachment, security, MI group, Security, ASCOM.

Section V. PERSONNEL AND EQUIPMENT

24-9. General

The basic functions to be performed by the personnel of the Military Intelligence Group, Security, are fundamentally those currently being performed within various military intelligence units. Units assigned similar mis-

sions in oversea commands are all organized under different TOE because of variations in peacetime missions, limitations placed on some unit functions because of geographic disposition or political considerations and Status of Forces Agreements. The proposed Military In-

telligence Group, Security, contains no significant innovations or deviations from existing missions, functions or methods of organization.

24-10. Military Intelligence Units

Military intelligence support for FASCOM, COSCOM, and the Support Brigade, Independent Division, has been incorporated into the Military Intelligence units, which provide support to the field army and the independent corps and division.

24-11. Intelligence Programs

Some oversea commands have developed PCM or ADPE intelligence programs, some of

which can be adapted for support of the Military Intelligence Group, Security, operations through shared time on the ADPU facilities of ASCOM. The development of additional ADPE programs, particularly for the support of counterespionage, countersabotage and counter-subversion operations would materially improve responsiveness and effectiveness of group operations. Additional materiel development is required in the areas of technical surveys, security equipment, complaint investigations, and counterespionage, countersabotage, and countersubversive operations to increase counterintelligence capabilities in accordance with increased security demands, and with the increased efforts and capabilities of the enemy.

CHAPTER 25

CIVIL AFFAIRS BRIGADE

Section I. GENERAL

25-1. Mission and Functions

a. The mission of the Civil Affairs Brigade is to conduct such operations which directly support the military commander's politico-socio-economic responsibility to the government and the people in his area of operations. This includes—

- (1) Participating in coordinated activities with other U.S. allied or international military components or civil agencies in the implementation of U.S. national policy.
- (2) Discharging the commander's responsibilities pertaining to the civil population, government, and economy of the area in fulfillment of U.S. international obligations.
- (3) Furthering of international and national policies of the United States.
- (4) Expediting the transfer of responsibility for civil affairs functions from the military commander to agencies of the local government.

b. The primary objective of civil affairs operations is to support military operations. Other objectives include the fulfillment of treaty obligations, obligations arising from agreements, customs of warfare and the furtherance of national policies. Another objective is to control the civil population through the regulation of social processes, minimize their interference with the military mission and obtain maximum support from them towards the military campaign. Psychological operations will plan an important role in achieving this goal.

c. Civil affairs is administered on a functional basis which is not arbitrary but is designed to provide sufficient flexibility to fit the

special requirements of any area or situation. Included in the areas of specialization are those functions normally related to government, economics, public facilities, control of population and local resources, and sociological institutions. Civil affairs functions are as follows and as defined in FM 41-10:

- (1) *Government.*
 - (a) Civil Government.
 - (b) Public Law.
 - (c) Public Safety.
 - (d) Public Health.
 - (e) Public Welfare.
 - (f) Finance.
 - (g) Public Education.
 - (h) Labor.
- (2) *Economic.*
 - (a) Economics.
 - (b) Commerce and Industry.
 - (c) Food and Agriculture.
 - (d) Price Control and Rationing.
 - (e) Property Control.
 - (f) Civilian Supply.
- (3) *Public Facilities.*
 - (a) Public Works and Utilities.
 - (b) Public Communications.
 - (c) Public Transportation.
- (4) *Special.*
 - (a) Civil Information.
 - (b) Displaced Persons.
 - (c) Arts, Monuments and Archives.
 - (d) Religious Affairs.

d. Civil affairs support consists of discharging the commander's political-social-economic responsibilities for implementation of national policies and fulfillment of international obligations to the civilian population, its government

and institutions in the area of operations. This support is provided by—

- (1) Establishment and control of or advice and assistance to local governments.
- (2) Development of understanding, cooperation and sociological programs.
- (3) Execution of governmental, economic and sociological programs.
- (4) Restoration or maintenance of law and order.
- (5) Prevention of civilian interference with and fostering of civilian support of military operations.
- (6) Prevention of disease and unrest among the population.

25-2. Organization

a. The organization of civil affairs units under ASCOM must be flexible and adaptable to the local political, economic and sociological conditions encountered. It should be capable of establishing and maintaining control over the indigenous population through local government officials. The civil affairs command under ASCOM will control all subordinate civil affairs units to provide maximum continuity of execution of policy, minimum fragmentation of supervision and optimum uniformity in civil affairs operations.

b. Civil affairs support in the communications zone is provided by civil affairs units assigned to the Area Support Command. These units provide area support in the COMMZ and provide backup support to Field Army Support Command civil affairs units. They contain a full range of specialization to provide complete functional capability in the COMMZ and to furnish specialties not found in the field army civil affairs units. Civil affairs units in the COMMZ are assigned areas of responsibility dependent on densities of civil populations and self-sufficiency of indigenous governments as well as geographic or political boundaries. A minimum capability is provided with the understanding that this capability may be expanded by the assignment of additional civil affairs teams or units as the situation requires. The capability is provided in the ASCOM by

one civil affairs brigade composed of three or more civil affairs groups of four battalions each. These units are type units and flexible and capable of being tailored to accommodate the force supported, the area in which deployed and the specific operational environment. They may be supplemented by teams from TOE 41-500 as the situation requires.

c. The degree of control exercised by the military commander over the local inhabitants, the government and economy depends entirely on civil affairs agreements or other agreements entered into on a nation-to-nation level. This extends from an advisory capacity to one of complete take-over of the local government structure in the event of a complete breakdown of the national government. Above all, the military commander is concerned with the security of his forces and lines of communication; protection of supply movements, depots and maintenance facilities; the enforcement of law and maintenance of order in his area of responsibility; and the achievement of the objectives of his military mission to support all COMMZ and field army units in the theater army area.

d. Since an area support civil affairs unit normally is fixed in its area of operation by theater plans, minimal movement within the COMMZ area will be required. Attached or assigned functional teams may operate separately in the field under instruction of the civil affairs unit commander, coordinating and maintaining liaison with adjacent military units in the area of operation.

e. Whenever feasible, civil affairs area support units and teams employed in COMMZ are allocated areas of responsibility based on political boundaries, populations concentrations or industrial complexes. They must be tailored to fit each level of military operation and organized vertically under a centralized control.

25-3. Command Relationships

Civil affairs units under ASCOM are established in a civil affairs chain of command and, therefore, are not under the command of any other military support or tactical unit in their area of operation. However, to facilitate their support in the field, they may be attached to

larger support units for administrative and logistical support. They do maintain liaison with higher, lower and parallel commands for

a unified discharge of civil affairs operations affecting all military units with which they serve.

Section II. OPERATIONAL CONCEPTS

25-4. General

Civil affairs is administered on a functional basis adaptable to the diverse socio-politico-economic situation of the civilian communities within the area of operation. The civil affairs element of a military command is the point of contact for relations with the local authorities and people in the name of the military commander.

25-5. Brigade

The Civil Affairs Brigade is a major subordinate headquarters of the Area Support Command. It provides for the command, control, policy, decisions, and planning of civil affairs operations in the communications zone. Policies and plans for effective civil affairs operations are coordinated with supported units in the COMMZ and the civil affairs brigade in FASCOM.

25-6. As Assigned to ASCOM

The Civil Affairs Brigade, assigned to ASCOM will receive its guidance from the ACofS, Civil Affairs, ASCOM with whom it maintains close liaison and through reports, statistics and personal contacts keeps him fully informed on all aspects of the civil affairs situation and requirements in the COMMZ area of operation. To accomplish this mission, the brigade headquarters should be authorized direct contact with higher and adjacent staff sections for the exchange of information, coordination of civil affairs actions and the integration of operations pursuant to theater plans and policies. Matters to be considered include, but are not limited to—

a. Coordination of intercommand movement of refugees and displaced persons, available civilian supplies, civilian transportation equipment, etc.

b. Development of COMMZ requirements for support of the civil population and the local economy.

c. Allocation of available military and civil resources to the civilian population on a theater-wide basis and determination of methods of distribution.

d. Coordination of the distribution of available labor force for maximum utilization by profession, technical specialty and skills.

25-7. Duties

The respective Assistant Chiefs of Staff of the Brigade will perform the following functions:

a. Assistant Chief of Staff, Personnel and Administration.

- (1) Recommends personnel strengths in planning requirements for civil affairs operations.
- (2) Makes recommendations covering replacements for civil affairs units.
- (3) Furnishes information on the availability of civilian labor within the local economy; assists in negotiation of employment; maintains contact with the local officials for the procurement of skills, categories and numbers of civilian personnel, and payment scales in line with the local economy; negotiates employment agreements.
- (4) Furnishes information relative to the availability of suitable indigenous facilities for rest and leave centers.
- (5) Coordinates plans for military assistance to the civilian populace on graves registration matters, and for the use of civilian labor in graves registration activities; determines availability of land for use as cemeteries.
- (6) Furnishes reports from local authorities concerning the conduct of military personnel in the civilian communities.
- (7) Assists in removal of civilians from

selected command post areas, and in their relocation; advises on availability and assists in obtaining use of civilian facilities for headquarters use.

- (8) Makes recommendations for command directives concerning the conduct of military personnel in relations with the civilian populace.
- (9) Coordinates in safety management planning, safety matters pertaining to civil affairs units and the civilian populations.
- (10) Furnishes information and receives assistance in the control and movement of displaced persons and refugees and maintenance of law and order in local communities.
- (11) Recommends business establishments to be placed off limits to military personnel.
- (12) Provides liaison for obtaining civilian medical facilities for military use.
- (13) Provides requirements for military assistance for evacuation and/or hospitalization of civilians.

b. Assistant Chief of Staff, Intelligence and Security.

- (1) Provides assistance, such as guides, from local population for reconnaissance units.
- (2) Provides intelligence information collected from the local population to include line crossers, refugees, displaced persons, etc.
- (3) Evaluates civil aspects of potential targets.
- (4) Advises on the use of local agencies for guarding acquired technical enemy material for intelligence purposes.
- (5) Plans for technical intelligence targets.
- (6) Furnishes and receives intelligence information pertaining to the population, its government, economy and institutions.
- (7) Provides civil affairs intelligence primarily concerned with the collection,

evaluation, interpretation and utilization or dissemination of information on the people and the area of present or potential operations. Provides accurate estimates of the influence of civil affairs factors on the accomplishment of the mission of the command, prepares civil affairs plans and determines the measures to be taken for the control of the civil populace or relief of adverse conditions in the area.

c. Assistant, Chief of Staff, Plans and Operations.

- (1) Furnishes advice and assistance on military training required by STANAG 2057. The required training is quoted below:

2. Training will be conducted to familiarize all military personnel with Civil Affairs and Military Government operations. The following subjects will be included:

a. The purpose and necessity of Civil Affairs and Military Government in military operations.

b. Rules and conventions governing war, with emphasis on the enforcement of law, preservation of order, and the prevention of wanton destruction of civilian property, communications, records, etc.

c. Organization and functions of Civil Affairs and Military Government staffs and units.

d. The individual soldier's relation to Civil Affairs and Military Government operations.

- (2) Furnishes advice on the impact of plans on civil affairs activities, as well as effect of the civilian situation on plans, and restrictions or limitations imposed by agreement or law.
- (3) Coordinates on the availability and capability of civil affairs units to support plans.
- (4) Coordinates on the priority of movement of civil affairs units.
- (5) Furnishes advice of the impact of refugees and civilian densities on troop movement and fire support plans. Fire support plans must take into consideration the location, numbers and configuration of the civilian populace so as to minimize avoidable casualties

without jeopardizing the successful accomplishment of the mission.

(6) Coordinates psychological operations.

d. Assistant Chief of Staff, Logistics.

- (1) Provides liaison with civil procurement agencies; locates equipment and labor required for military use, and reports the availability based on a determination of civilian needs.
- (2) Advises and assists purchasing and contracting officers in making arrangements for local procurement.
- (3) Provides requirements for military transportation for civilian needs.
- (4) Provides information on availability of civilian transportation for military use.
- (5) Provides estimated impact of civilian traffic on highway regulation and traffic control.
- (6) Recommends measures to control civilian traffic, including use of vehicles, routes to be used and issuance of permits.
- (7) Receives highway regulation and traffic control plans for extraction, dissemination and enforcement of those portions applicable to civilian traffic.
- (8) Provides liaison with civil agencies to insure coordination of military and civilian highway regulation and traffic control.
- (9) Provides requirements for special-type service units for civilian support.
- (10) Provides information on the capability and availability of civil agencies to provide construction equipment, materiel and/or personnel.
- (11) Provides information on the availability of indigenous utilities for military use.
- (12) Provides liaison with civil agencies for procurement of utilities.
- (13) Provides information on the availability of real estate, assistance in locating desired real estate and liaison with civil agencies for procurement of real estate.
- (14) Provides information on availability of indigenous communications, equipment and facilities for military use.
- (15) Submits consolidated requirements for civilian supplies to be furnished from military stocks or requisitioned from U.S. stocks.
- (16) Locates civilian supplies required for military use and reports the availability on a determination of civilian needs.
- (17) Recommends allocations and provides plans for the distribution of supplies to civilians.
- (18) Provides requirements for food and medical supplies for emergency civilian support.
- (19) Provides requirements for insecticides, repellents, and rodenticides for protection of the health of the civil population.
- (20) Recommends disposition of captured enemy supplies which are adaptable to civilian use.
- (21) Receives information on the availability of salvage clothing and other supplies for civilian use.
- (22) Provides civil affairs paragraph and required annexes for administrative orders.
- (23) Provides information which may affect the selection of the main supply routes.
- (24) Furnishes information on the capability and availability of the local economy to provide maintenance facilities, equipment and personnel for military use.
- (25) Provides liaison with civil agencies on maintenance support for military units.
- (26) Provides information on the availability of indigenous supply for feeding and clothing civilian internees; and the availability of facilities or materials for use in construction of cages and camps.

Section III. ORGANIZATIONS AND CAPABILITIES

25-8. The Civil Affairs Brigade, Area Support Command

This command was developed to meet the requirements of the COMMZ. In normal employment, the Civil Affairs Brigade has attached three or more civil affairs groups as its major operating units. The number of groups may be adjusted as required; however, when more than six groups are required, an additional brigade should be organized for each four groups or major fraction thereof. In the TASTA-70 organization, the Brigade has three attached groups to support an eight-division or a twelve-division force.

25-9. Headquarters and Headquarters Company, Civil Affairs Brigade, TOE 41-201 (fig. 25-1)

This company is assigned on the basis of one per Area Support Command. It serves as the control headquarters for all attached civil affairs units conducting operations in the communications zone.

25-10. Headquarters and Headquarters Detachment, Civil Affairs Group, TOE 41-500 (fig. 25-2)

This group contains all functional teams to provide a complete civil affairs functional capability. The group provides a command and control element for the supervision and support of attached Civil Affairs Battalions and functional teams for group operations. Normally, three to six battalions are attached to each civil affairs group. Additional battalions may be attached as required; however, when more than six battalions are required, an additional group should be organized for each four battalions or major fraction thereof. In the TASTA-70 organization for COMMZ operations, each group has four battalions. The Civil Affairs Group is a subordinate unit of the Civil Affairs Brigade. The Group conducts civil affairs operations in its designated area of responsibility, which may or may not coincide with that of an Area Support Group, depending upon population densities and oper-

ational environment. The Civil Affairs Group will, however, be administratively supported by one or more Area Support Group(s). The Group's battalions are assigned areas of responsibility within the Group's area of responsibility. When directed by the Civil Affairs Brigade, the Group has the responsibility for dealing directly with heads of government at the state or provincial level or with government officials in large municipalities. When used in a province, its functional teams advise, assist, supervise or direct appropriate departments of the provincial government. The group conducts civil affairs operations in accordance with policies and directives from the Civil Affairs Brigade.

25-11. Headquarters and Headquarters Detachment, Civil Affairs Battalion, TOE 41-500 (fig. 25-3)

The detachment provides a command and control element for the supervision and support of attached civil affairs companies and functional teams for battalion operations. Normally, three to six civil affairs companies are attached to each battalion. Additional companies may be attached as required; however, when more than six companies are required, an additional battalion should be organized for each four companies or major fraction thereof. In the TASTA-70 organization, for COMMZ operations, each battalion has four companies. The Civil Affairs Battalion is a subordinate unit of the Civil Affairs Group. The battalion conducts civil affairs operations in its designated area of responsibility. Companies are assigned areas of responsibility within the battalion's area of responsibility. The battalion may be assigned responsibility for civil affairs area operations in a large city, a major subdivision of a province, or function as part of a group. When directed by the Civil Affairs Group, the battalion has the responsibility for dealing directly with indigenous government officials in its area of operations, in large cities, counties, districts, etc. The battalion conducts civil affairs operations in accordance with policies and directives from the Civil Affairs Group.

**25-12. The Civil Affairs Company,
TOE 41-500**
(fig. 25-4)

This company contains functional teams to provide a functional capability. The company provides a command and control element for supervision and support of attached civil affairs platoons and functional teams for company operations. Normally, three to ten platoons are attached to each company. Additional platoons may be attached as required; however, when more than ten platoons are required, an additional company should be organized for

each six platoons or major fraction thereof. In the TASTA-70 organization for COMMZ operations, each company has four platoons. The Civil Affairs Company is a subordinate unit of the Civil Affairs Battalion. The company conducts civil affairs operations in its designated area of responsibility. The company may be assigned responsibility for civil affairs area support operations in districts, counties and smaller cities or function as part of a battalion. Platoons generally are used in small towns and comparable levels of government. The company conducts civil affairs operations in accordance with policies and directives from the Civil Affairs Battalion.

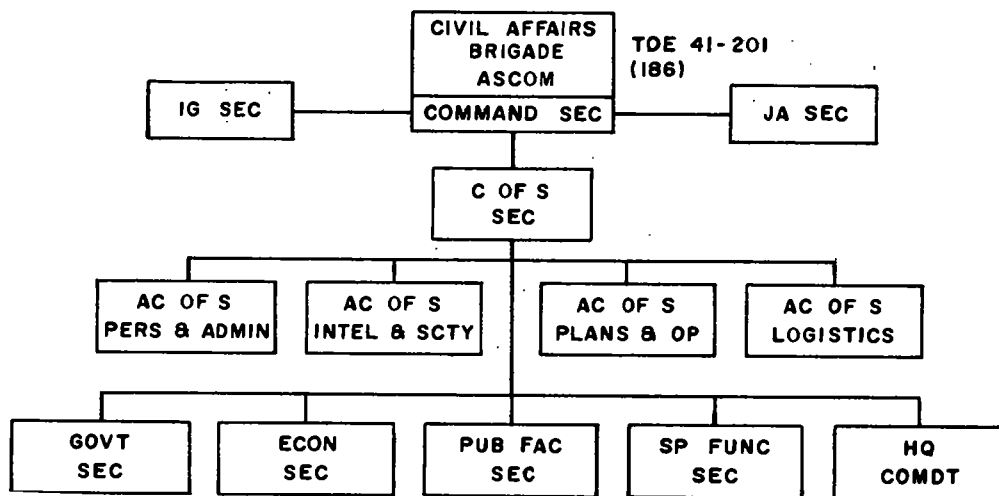


Figure 25-1. HHC, civil affairs brigade, ASCOM.

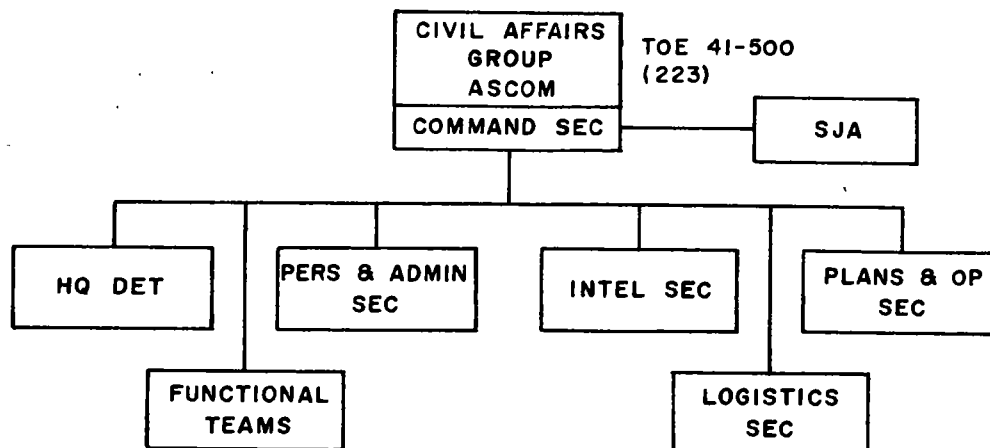
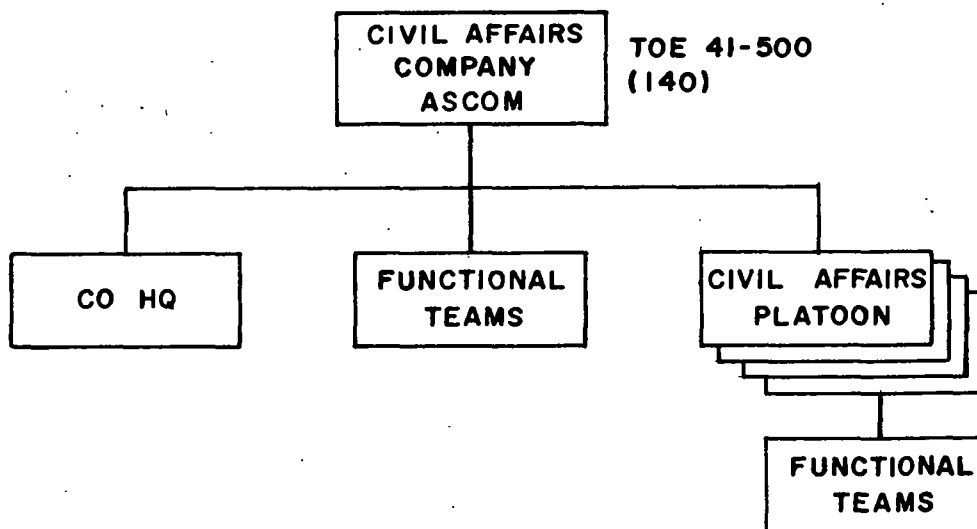
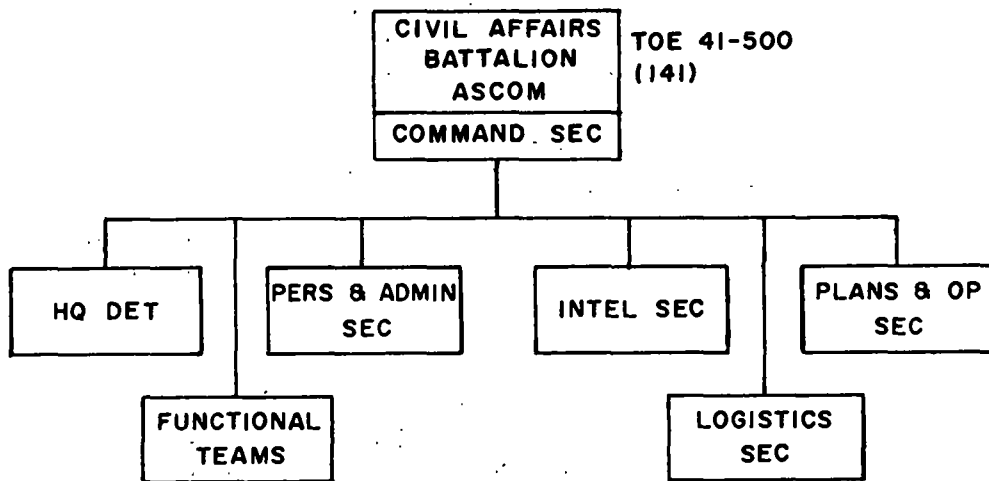


Figure 25-2. HHD, civil affairs group, ASCOM.



CHAPTER 26

MILITARY POLICE BRIGADE, ASCOM

Section I. GENERAL

26-1. Mission and Functions

The Area Support Command (ASCOM) Military Police Brigade provides area, command, and function oriented military police services to all TASCOM major and subordinate commands on a COMMZ-wide basis. It assists, wherever possible, in the operations of the Prisoner of War Brigade and the Rehabilitation Training Center/Stockade of the Personnel Command. It performs the following functions within the COMMZ:

- a. Traffic control.
- b. Handling prisoners of war and civilian internees that are captured in COMMZ.

- c. Maintenance of discipline, law and order.
- d. Crime prevention and investigation.
- e. Confinement of U.S. military prisoners (temporary detention only).
- f. Security of critical and sensitive movements.
- g. Security of installations, facilities and property.
- h. Circulation control of individuals.
- i. Assistance in rear area security and area damage control.
- j. Selecting, training, organizing, equipping, and employing of indigenous paramilitary and military police personnel.

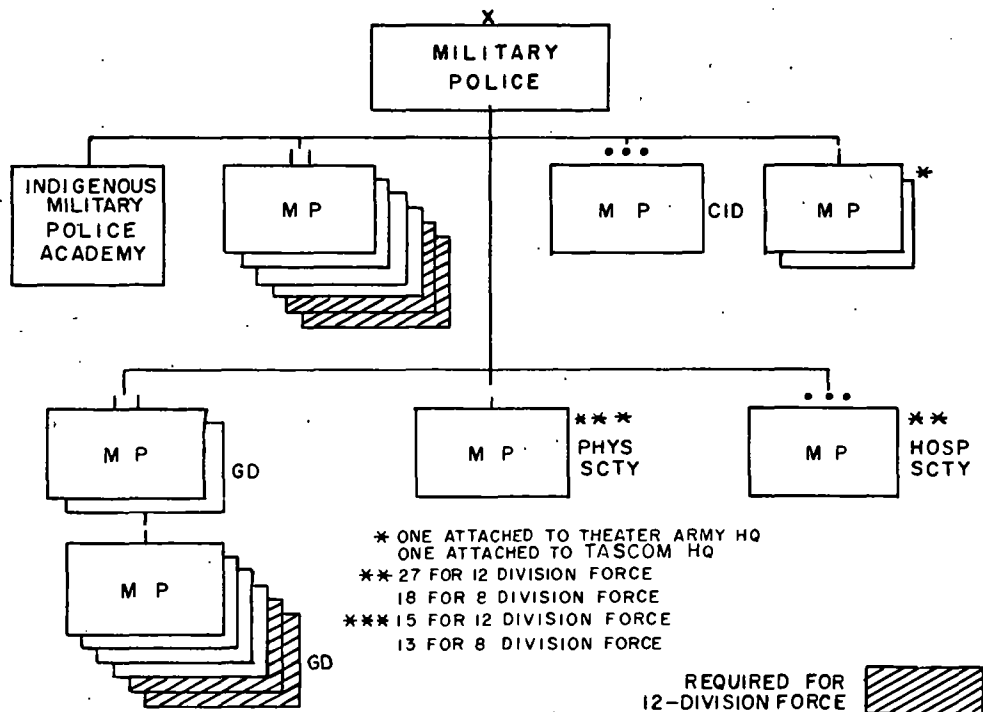


Figure 26-1. Military police brigade, area support command, TASCOM.

26-2. Organization

This unit is organized as shown on figure 26-1.

26-3. Command Relationships

a. *Higher Commands.* This brigade is under the direct command control of the ASCOM headquarters. Staff supervision is provided to this brigade from the ACofS, Personnel; ACofS, Security, Plans and Operations; and ACofS, Services.

b. *Parallel Commands.* This brigade coordinates closely with all of the TASCOM major commands on command, operational, and ad-

ministrative matters. For example, coordination is accomplished with the Transportation Command on traffic control, highway movement security, and railway security; with the Medical Command regarding security matters; and with the Supply and Maintenance Command regarding the security of depots, pipelines, and special ammunition.

c. *Other Commands.* Because of the interzonal nature of traffic control for throughput movements and the necessity for uniform law enforcement procedures throughout the theater of operations, continuous coordination is maintained with the FASCOM Military Police Brigade.

Section II. OPERATIONAL CONCEPTS

26-4. Military Police Units

The military police units shown on figure 26-1 operate as discussed below:

a. *Headquarters and Headquarters Detachment, Military Police Brigade, TOE 19-262H.* This detachment operates as the command, control, and supervisory element for the area oriented military police battalions, the indigenous military police academy, a small criminal investigation detachment and other assigned or attached units in the performance of their missions. The detachment commands but does not exercise operational control over military police units attached to major TASCOM commands and major headquarters.

b. *Military Police Battalion.* The battalion is employed throughout the COMMZ on an area-basis. It provides the necessary military police support that is not within the capabilities of, or of interest to, the military police units organic to the Area Support Groups, see paragraphs 27-22 through 27-24. Depending upon the size force supported, battalions are assigned an area of responsibility that includes a portion of the perpendicular axis and the adjoining "void" areas (fig. 26-2). In this area they perform their military police functions as follows:

(1) *Traffic control.* Traffic control in this area is the responsibility of this battalion and, to a lesser extent, the military police units of the Area Sup-

port Group. The Military Police Battalion is responsible for COMMZ-wide main supply route traffic control which supports the throughput movement concept. Area Support Group Military Police are responsible for traffic control in and around the support complexes. Through close liaison between the Area Support Group Military Police and this battalion, all contingencies can be coordinated and any duplication of effort readily resolved. This battalion also supports the en route inventory, traffic locator, en route diversion and traffic information systems discussed in paragraph 26-2 above. Through the area communications system (ACS) and the brigade's organic communications system, the entire TASCOM highway network is covered with responsive police communications. Any unit with access to the ACS or with an FM radio can call for assistance at any time.

(2) *Handling prisoners of war and civilian internees.* This is not a primary mission of this battalion; however, when enemy troops or guerrillas are captured in the communications zone this battalion takes custody and evacuates them to the nearest prisoner of war reception and processing center.

(3) *Maintenance of discipline, law, and*

order. This mission is shared with the Area Support Group Military Police Units. The primary responsibility for discipline, law, and order is assigned to the Area Support Group. The Military Police Battalion, in close coordination with the Area Support Group Military Police, provides assistance in those areas that are beyond the capabilities of the Area Support Group Military Police. In the event of an emergency, such as riots, natural disasters, raids, fires, and explosions where sizable military police forces are required to maintain control and prevent looting or other similar activity, this battalion has the resources to respond immediately.

(4) *Crime prevention and investigation.* The Military Police Battalion has assigned criminal investigators who perform investigations, crime prevention surveys and physical security surveys that originate primarily from battalion police activities. However, whenever the criminal investigation elements of the Area Support Group cannot carry the workload, investigators of this battalion are attached to the Area Support Group Military Police Battalion or some of the case responsibility will be transferred to this battalion. Whenever any investigation takes on TASCOT or theater-wide implications, the responsibility is normally passed to the criminal investigation unit assigned to the Military Police Brigade Headquarters.

(5) *Confinement of military prisoners.* The long term confinement of prisoners is not the responsibility of TASCOT military police elements. However, the elements of this battalion which are involved in the apprehension of personnel normally operate a temporary detention facility which holds prisoners for short periods. Long term prisoners or those who are to be rehabilitated are placed in one of the stockades or rehabilitation training centers operated by the

Personnel Command. Each area support group operates a stockade for the confinement of short-term, normally less than 90-day sentence, prisoners and for offenders placed in pretrial confinement.

(6) *Security of critical and sensitive movement.* The battalion provides for the security of critical or sensitive movements that traverse their areas of responsibility. The use of helicopters, that are armed with light machine-guns and the use of armored vehicles, such as the M-113A1 or a similar wheeled armored vehicle, provides a significant degree of security for vehicles and convoys.

(7) *Security of installations, facilities, and property.* The Military Police Battalions are concerned, in this case, with the security of bridges, rail lines, pipelines, intracomunications zone telephone wires, tunnels, and other facilities which, if destroyed, would adversely affect the movement of supplies to the combat zone. Elements of these battalions or elements of attached indigenous paramilitary or military police forces are assigned security mission on these type facilities whenever the situation dictates such action. The security of fixed installations, such as field depots, ammunition storage sites, hospitals, and other similar facilities, is normally provided by military police physical security companies habitually attached or assigned to these activities.

(8) *Circulation control of individuals.* This activity, in the TASCOT, pertains to the controlling of refugees and displaced persons and is closely coordinated with civil affairs authorities. The battalions, along with the Area Support Group Military Police, insure that the interzonal movement of refugees and displaced persons does not interfere in any way with military operations.

(9) *Rear area security and area damage control.* These battalions, because they

are deliberately organized with extensive mobility and communications and relatively effective firepower, are readily available to area commanders for rear area security and area damage control missions. In addition, their typical employment on an area basis gives a built-in capability for rapidly responding to situations which run the gamut from guerrilla attacks to nuclear strikes. The operational elements of these battalions are primary gatherers of intelligence about guerrilla activities while they are performing their routine police mission. Once an overt act is committed by a guerrilla, certain military police elements come under the control of the rear area operations center for operational purposes. See chapter 5 for a complete discussion of rear area security and damage control.

- (10) *Selecting, training, organizing, equipping, and employing indigenous paramilitary and military police personnel.* The Military Police Battalion maintains a capability to select, train, organize, equip, and employ paramilitary and military police units, when they are available and can be used. Subelements of the battalion are able to train a like sized unit to perform police or security type missions. These indigenous elements would then be used to perform such missions as pipeline, railway, and depot security; refugee control; rear area security; area damage control; indigenous population control; and critical highway installation security. The availability of these type personnel and problems attendant to obtaining security cleared personnel is entirely dependent upon the situation and the prewar attitude of these people toward the U.S. national policy. The officers and senior NCO's of these forces are required to attend the indigenous military police academy (*d* below) operated by the Military Police Brigade.

c. Military Police Criminal Investigation Detachment, Team LC, TOE 19-500E. This criminal investigation detachment is primarily concerned with cases which have theater-wide implications or international interest. It is assigned to the ASCOM, Military Police Brigade.

d. Indigenous Military Police Academy, Teams AC, NA, QB, QD, QE, QG, and QH, TOE 19-500E. The academy provides technical police and security training for the officers and noncommissioned officers of the indigenous paramilitary and military police units employed by military police on a theater-wide basis. This academy also provides the staff for the training of company sized units during the initial phases of a conflict. It is envisaged that the actual instructors in the academy will be bilingual indigenous military police who work under the direction of the academy staff of U.S. military police officers.

e. Military Police Company, TOE 19-77G. Of the two companies shown on figure 26-1, one is attached to the Theater Army Headquarters and one to TASCOM Headquarters for headquarters security and general circulation control in and around the headquarters complex.

f. Military Police Guard Battalion, Team AD, TOE 19-500H and TOE 19-247H. The battalion headquarters and their operating companies are usually attached to the Transportation Railway Groups. TOE 55-202 of the Transportation Command. They provide railway train and station guard services based on one military guard company per Transportation Railway Battalion, TOE 55-226.

g. Military Police Physical Security Company, TOE 19-97F. Military Police Physical Security Companies are attached to each Ammunition Battalion DS/GS of the Supply and Maintenance Command for close-in physical security of special ammunition. This company provides this service while the special ammunition is in storage or in transit. Additional companies are attached, on the basis of one per complex, to field depots to provide security service in and around the depot complex. This service includes performing physical security functions within the various storage areas and general area security within the entire complex. In emergencies this company operates as a RAS unit.

h. Military Police Hospital Security Platoon, Teams IG, FD, and IC, TOE 19-500E. These platoons are under the command of the Military Police Brigade; however, they are habitually attached to general hospitals and convalescent centers for operational control. These platoons provide patrols and fixed posts in and around the installation for police and security. They also operate a military police desk and information center.

26-5. New Operational Considerations

Most of the traditional military police functions are performed in the same manner as before; however, operational systems used by, and the equipment placed in, TASTA units significantly change certain systems. The major changes that should be considered are as follows:

a. Traffic Control. Traffic control functions that are considered as doctrine today are expanded to include military police participation in en route inventory, traffic locator, en route diversion, and traffic information systems.

- (1) *En route inventory and traffic locator system.* This system supports the responsibility of the Transportation Command movements control center (MCC) and traffic headquarters to maintain an en route inventory of selected vehicles or convoys while they are moving throughout the TASCOT. It provides the traffic headquarters with locator information on designated convoys. Certain military police fixed posts, such as traffic control posts, checkpoints, and information posts are assigned the additional mission of reporting certain information regarding vehicles and convoys. This provides the MCC with relatively current locations of vehicles and designated convoys. As each vehicle or convoy passes a designated control point, a preprinted card is handed to the military policeman, who in turn transmits the information to the movements control center via the most rapid communications means available. The actual means will depend upon the results of the ADSAF study regarding the use of ADPE for this

type activity. Ultimately, the military policeman will enter the proper information (vehicle or convoy number, the control point number and the time of passing) on an ADP message entry device or he slides the card into a card reader entry device and the message is transmitted directly to the MCC for storage and/or visual display.

- (2) *Traffic diversion system.* By having a relatively current location inventory of selected vehicles and convoys, en route diversions can be made. Again, via the fastest means of communications available, the MCC sends a diversion order to the next control point that the vehicle or convoy should pass. The military policeman at the control point relays the necessary re-route information and then transmits to the MCC, a confirmation of the diversion.

- (3) *Traffic information system.* The need for an automated traffic information system to provide complete route information to any authorized subscriber is obvious. This system, when queried, provides printouts to commanders or other personnel requiring routine information. This printout information can be transferred to a conventional map for working purposes. For example, the printout provides a complete description of the route about which information is desired; and, it provides the locations of the nearest maintenance activity, medical dispensary, military police station, and supply point along the route. Also, the military police operating radio frequency is made available to each subscriber in the event of an emergency.

b. Discipline, Law, and Order. The significant changes in discipline, law, and order operations consist of the application of ADP to the subfunctions of law enforcement and confinement activities. These two subfunctions are fully described in the ADSAF study.

c. Security. Military police units have increased capabilities to provide movement secur-

ity to units that cannot secure themselves. Additional machineguns and six armored escort vehicles have been added to the Military Police Company, TOE 19-77G.

d. Indigenous Paramilitary and Military Police Operations. Military police units, regardless of their area of assignment, have a capability to select, train, organize, equip, and employ indigenous paramilitary and military police forces. These forces are used, for such activities as low priority security missions, rear area security, and control of the indigenous population.

26-6. New Organizational Considerations

The fixed structured military police battalion found in the present COMMZ no longer meets the flexibility requirements of TASTA. One Military Police Battalion Headquarters, TOE 19-76G, which can be used throughout the theater of operations for area and command oriented military police functions provides battalion level flexibility. Depending on the characteristics of the area of responsibility, the troop density and strength, and the general police problems, this battalion could consist of two through six military police companies, TOE 19-77G, or any other functional military police company that may be required to perform a given mission. The Military Police Company, TOE 19-77G, is used throughout the theater of operations as an area and command oriented military police support unit. It normally is employed as an attached unit of the military police battalion referred to above. It also provides security for major headquarters and for functional control centers throughout the area of operations.

26-7. New Equipment Considerations

To take full advantage of all available equipment that can significantly increase the operational capabilities of military police units, the following items of equipment have been added or will be added whenever available to military police units.

a. Automatic Data Processing Equipment. Military police units which are involved in traffic control, confinement administration, and discipline, law, and order should be provided digital data input output devices at each bri-

gade, group, battalion, and company headquarters.

b. Airmobility. The Military Police Battalion Headquarters, TOE 19-76G, must have access to army aircraft for the purpose of providing support in the following areas:

- (1) Air patrol.
- (2) Route and area reconnaissance.
- (3) Movement security.
- (4) Rear area security.
- (5) Area damage control.
- (6) Command and control.
- (7) Prisoner of war evacuation (selected PW's only).
- (8) Refugee control.
- (9) Special operations—
 - (a) Beachhead operations.
 - (b) Movement of critical personnel.
 - (c) Disaster relief operations.
 - (d) Search and rescue operations.
 - (e) Criminal and accident investigation.

c. Wheeled Armored Escort Vehicles. Military police units in the performance of their missions of movement security and riot control, and their participation in rear area security require a light armored vehicle, preferably wheeled, to provide an armor protected means of firepower. It is assumed that in the near future a wheeled armored vehicle will be available. However, if one does not become available within the TASTA time frame, then a requirement will exist for a light armored tracked vehicle for rear area security and movement security operations in the rear area. The M-113A1, presently in the inventory, is the most acceptable vehicle to meet these requirements.

d. Crew-Served Weapons. Military police units, with their greater role in rear area security activities, require heavier and greater firepower than is presently authorized. For example, the present concept is to provide one machinegun per operating military police platoon. For TASTA, one machinegun will be placed in each squad and one 81mm mortar in each platoon headquarters, TOE 19-77G.

e. Night Vision Devices. Military police units, if they are to provide continuous effec-

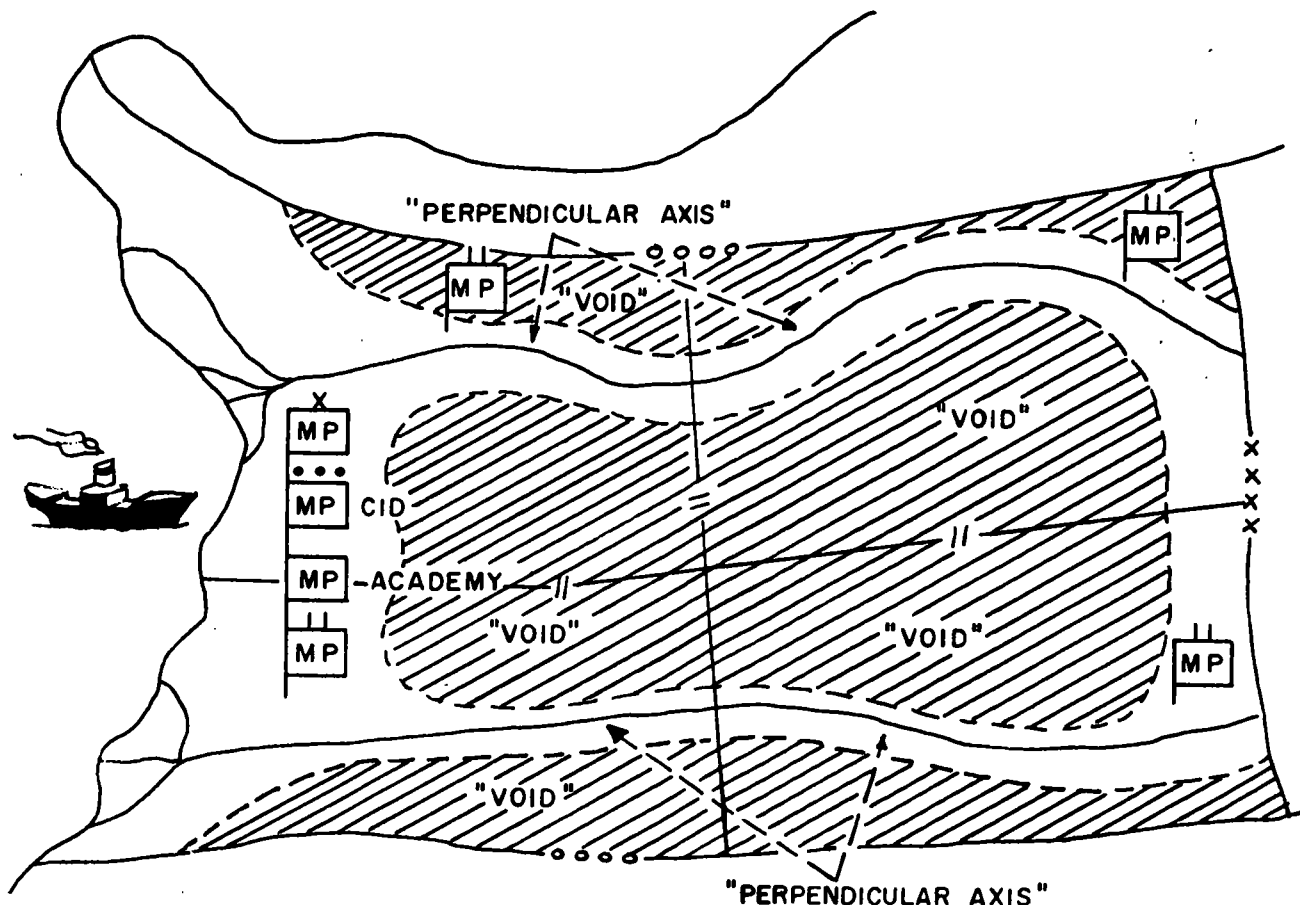


Figure 26-2. Type employment, military police brigade, ASCOM.

tive support to other units, must have night viewing capabilities that are equal to those of the troop units being supported. The use of these devices will increase the operating efficiency of a military police traffic controller or vehicle driver and, in conjunction with intrusion detectors around the perimeter of critical installations, will significantly assist in physical security operations.

f. Anti-intrusion Devices. A QMDO, with associated QMRs and SDRs has been submitted for standardized anti-intrusion devices that will provide commanders, who have physical security responsibilities, with various types of intrusion detection systems for use in the field. These devices will be placed in military police units when they become available.

Section III. ORGANIZATIONS AND CAPABILITIES

26-8. Headquarters and Headquarters Detachment, Military Police Brigade, TOE 19-262H (fig. 26-3)

This organization commands, plans, supervises, coordinates, and controls the operations of attached military police battalions and other

assigned units. It is assigned to the Area Support Command on the basis of one per Area Support Command and has the following capabilities. At full strength this unit provides for—

a. Command and control for two to six military police battalions and such separate com-

panies or detachments as may be assigned or attached.

b. Supervision of and assistance to subordinate units in training, personnel management, administration, and supply matters.

c. Operational planning for the brigade.

d. Operation of the brigade wire and radio communications system.

e. Organizational maintenance on organic communications and vehicular equipment.

f. Coordination of the rear area security and area damage control activities of the brigade.

26-9. Headquarters and Headquarters Detachment, Military Police Battalion, TOE 19-76G
(fig. 26-4)

The organization provides command control, staff planning, criminal investigation for two to six military police companies and other assigned or attached units. It is assigned to the Area Support Command on the basis of commanding two to seven military police companies and has the following capabilities:

a. Command, staff planning, control of two to six military police companies and other assigned or attached units.

b. Supervision of and assistance to subordinate units in training, personnel, administration, maintenance, and supply matters.

c. Operational planning for the battalion.

d. For operation of the battalion radio and wire communications systems.

e. Organizational maintenance of organic communications equipment.

f. Criminal investigation.

g. For the selecting, training, equipping, organizing, and employing of indigenous paramilitary and military police forces.

26-10. Headquarters and Headquarters Detachment, Military Police Battalion, Team AD, TOE 19-500H
(fig. 26-5)

This organization provides command, control, staff planning and administrative and logistical support for assigned or attached units. It is assigned on the basis of one per Transportation Railway Operating Group to command and supervise Military Police Guard

Companies engaged in railway security activities; one per two or three separate companies as required; and one per Area Support Group, ASCOM. It has the following capabilities:

a. Command, control, staff planning, administration and supervision of battalion operations for two to three companies.

b. Supervision of battalion level supply, organizational maintenance and communications activities.

c. Supervision and assistance of subordinate units in training and administration.

d. Maintaining liaison with appropriate headquarters and agencies.

e. Selecting, training, organizing, equipping, and employing indigenous paramilitary and military police forces.

26-11. Military Police Guard Company, TOE 19-247H
(fig. 26-6)

The company guards prisoners of war, civilian internees, military prisoners and others in confinement, and performs security guard for military installations and facilities. It is assigned in ASCOM to Headquarters and Headquarters Detachment, Military Police Battalion, Team AD, TOE 19-500H, and also attached to Transportation Operating Battalions on the basis of one per Transportation Railway Operating Battalion and to military facilities and installations for security purposes as required. The company has the following capabilities:

a. Guards for fifteen 2-man guard posts or patrols for a stockade containing military prisoners.

b. Guards for 5 railway security train guard posts for approximately 150 miles of mainline military railroad.

c. Guards for fifteen 2-man guard posts or patrols for prisoners of war civilian internees at prisoner of war cages.

d. Escort guards for 40 labor detail guard posts for prisoners of war at prisoner of war camps.

e. Guards for fifteen 2-man guard posts or patrols for materiel in military installations and facilities.

26-12. Military Police Physical Security Company, TOE 19-97F
(fig. 26-7)

The company provides close-in physical security for special ammunition systems, field depots, pipelines, and other facilities. It can operate as a rear area security strike force. It is authorized on the basis of one per Special Ammunition Company and field depot or as required for physical security of installations and facilities. It has the following capabilities:

a. Establishes a maximum of 9 motor patrols and 24 physical security posts over a 24-hour period when the 3 physical security platoons are engaged in no other duties.

b. Provides local and internal security for classified operating areas and sensitive logistical facilities, to include the operation of specialized physical security devices.

c. Provides escort and security of high priority shipments and movements by motorized traffic patrols with an off-road capability.

d. Controls the circulation of individuals in conjunction with physical security operations.

e. Provides liaison with the area military police commander as necessary to coordinate the internal and intransit sensitive and classified physical security requirements of supported logistical units.

f. Enforces military law, orders, and regulations.

g. Conducts physical security surveys to evaluate the adequacy of existing safeguards and to determine the protection necessary for sensitive or critical materiel and supplies.

h. When directed, performs as a rear area security unit by providing movement security, route reconnaissance, roadblocks, checkpoints and assisting in establishing liaison with indigenous paramilitary and military police forces.

i. Provides organizational maintenance of organic communications and vehicular equipment.

j. When a handler and a sentry dog section from TOE 19-500E is attached, this unit is capable of employing dog patrols to enhance

security of facilities where the utilization of dogs is feasible.

26-13. Military Police Company, TOE 19-77G
(fig. 26-8)

This company provides for control of traffic; maintenance of discipline, law and order; crime prevention; criminal investigation; physical security; movement security; circulation control of individuals; assistance in rear area security and area damage control; selecting, training, organizing, equipping, and employing of paramilitary and military police forces. It is assigned to the Military Police Battalion, TOE 19-76G and as required for headquarters security and circulation control in support of major headquarters. Capabilities include performing the above mission in its assigned area, and can engage in effective coordinated defense of the unit's area.

26-14. Military Police Criminal Investigation Detachment, Team LC, TOE 19-500E

It provides services required for the prevention and investigation of crime among military personnel and other persons subject to the Uniform Code of Military Justice. It is assigned to units and commands as required on the basis of one per 8,000 personnel subject to the Uniform Code of Military Justice. This unit performs crime prevention and criminal investigation functions.

26-15. Military Police Hospital Security Platoon, TOE 19-500E
(fig. 26-9)

This hospital platoon provides military police support for general hospitals and convalescent centers. It is assigned to general hospital and convalescent centers on the basis of one per general hospital and one per convalescent center. Capabilities include—

a. Operating a military police desk and information center.

b. Operating security posts for the hospital prisoner ward, for overall internal security and to assist in handling violent mental cases.

c. Providing gate guards for the entrances to the installations.

26-16. Indigenous Military Police Academy, TOE 19-500E

This organization operates an academy for the training of indigenous paramilitary and military police personnel. It is assigned to the

Military Police Brigade, ASCOM, on the basis of one per Area Support Command. This organization provides command and administrative support to the staff for training classes of officers and/or noncommissioned officers.

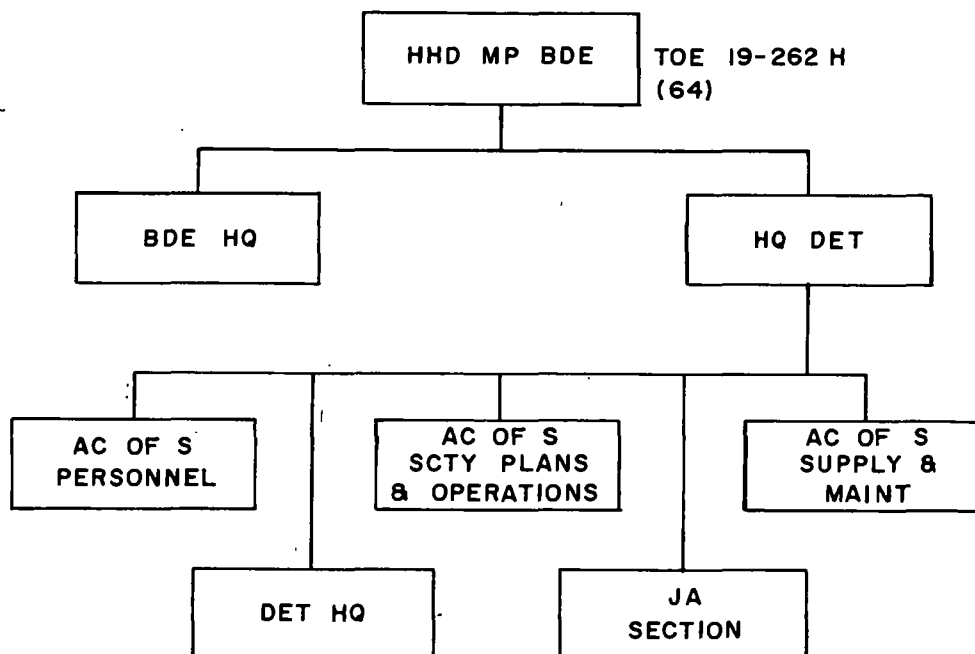


Figure 26-3. HHD, military police brigade.

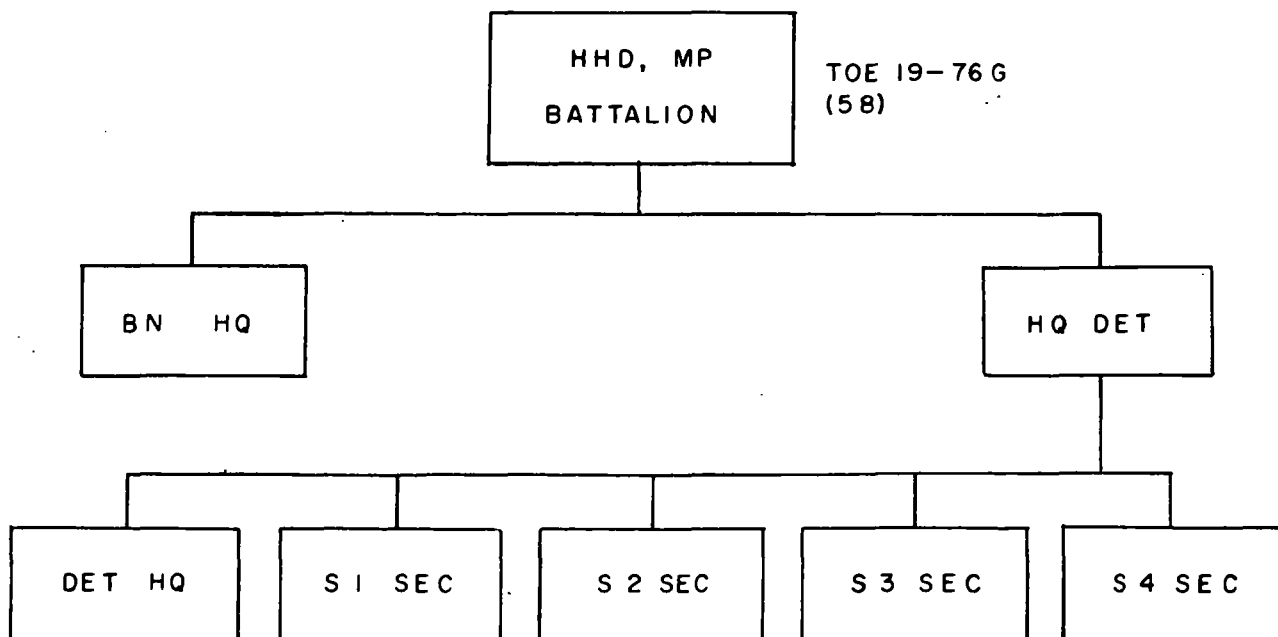


Figure 26-4. HHD, military police battalion.

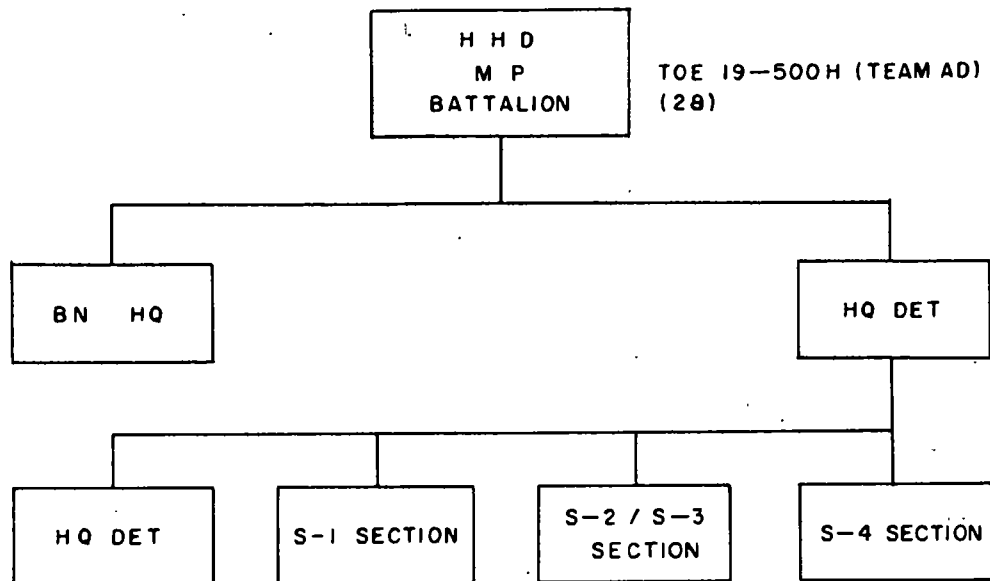


Figure 26-5. HHD, military police battalion.

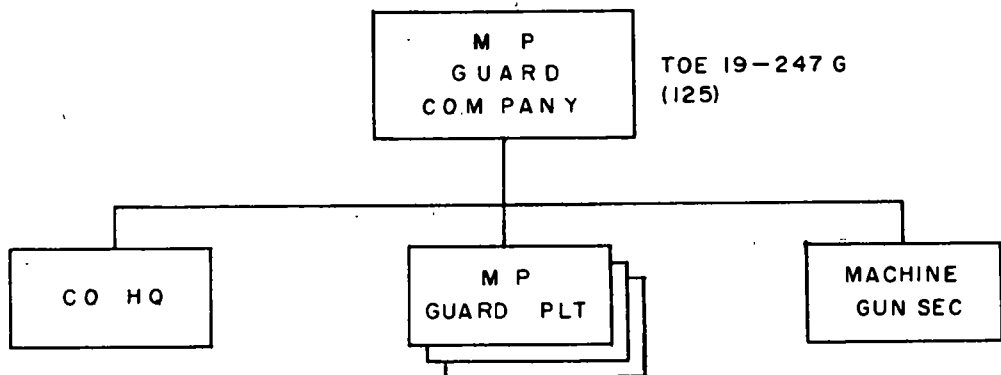


Figure 26-6. Military police guard company.

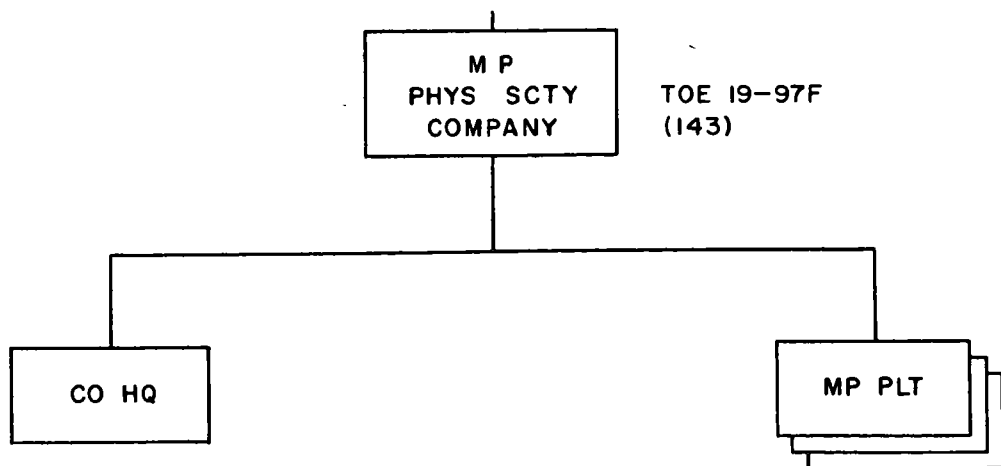


Figure 26-7. Military police physical security company.

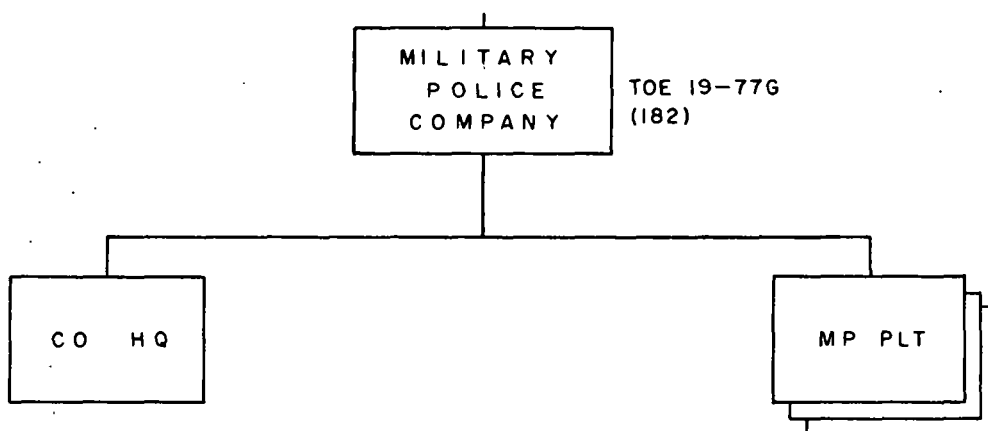


Figure 26-8. Military police company.

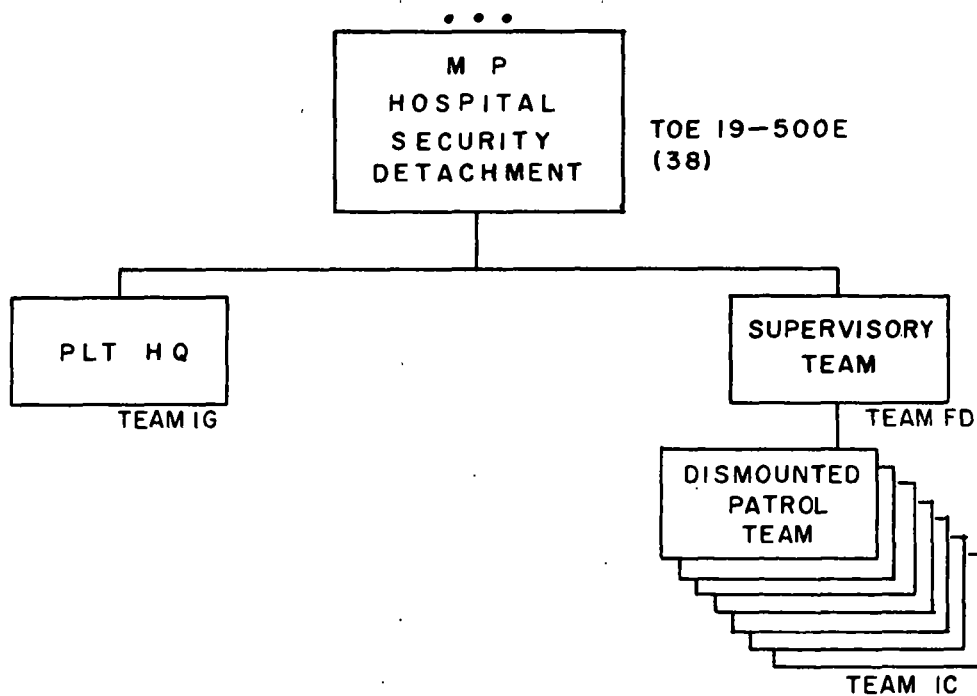


Figure 26-9. Military police hospital security detachment teams IG, FD, and IC, draft plan TOE 19-500E.

CHAPTER 27

AREA SUPPORT GROUP

Section I. GENERAL

27-1. General

a. Mission and Functions. Area Support Groups are assigned areas of responsibility dependent upon densities of population and materiel to be supported, as well as political boundaries and identifiable terrain features. They provide direct combat service support for the TASCOT "mission" commands, and other designated forces in the COMMZ through operational units concentrated within the area. The Area Support Groups will be tailored for specific missions assigned by Headquarters, TASCOT through Headquarters, ASCOM. They will assist those supported installations of the mission commands in matters within the purview of the ASGPs responsibility. Functions to be performed include—

- (1) Personnel services.
- (2) Legal services.
- (3) Maintenance services.
- (4) Transportation services.
- (5) Supply and services (to include cryptologistics).
- (6) Installation support.
- (7) Military police support.
- (8) Civil affairs services.
- (9) Military intelligence support.
- (10) Explosive ordnance disposal.
- (11) Rear area security and area damage control.
- (12) Collection, classification, and salvage of supplies and equipment.
- (13) Finance services.

b. Organization. See figure 27-1.

c. Command Relationships.

- (1) With ASCOM—the Area Support

Group is a major subordinate command of the Area Support Command.

- (2) With assigned or attached units—normal command relationships govern.
- (3) With units of other commands located within the group area—a host-tenant relationship exists between the Area Support Group which is providing direct support to units in the area.

27-2. Concept of Operations

a. The operating units concentrated in the Area Support Groups will provide direct combat service support for the TASCOT "mission" commands and other designated forces in the COMMZ. These groups will be tailored for specific missions assigned by Headquarters, TASCOT through the Headquarters, ASCOM. Elements of the Area Support Groups will be deployed in close proximity to forces and materiel supported where practicable; however, requirements for dispersion and security will be observed. Area Support Groups are responsible for rear area security and area damage control. This subject is discussed in detail in Part One of this manual.

b. Area Support Groups provide direct support services (less ammunition and medical) to approximately 15,000 personnel to be supported. This capability can be expanded to support up to 30,000 personnel by the addition of attached or assigned units or through the utilization of nonmilitary labor.

c. The Area Support Group may, in specific situations directed by TASCOT, assume control of all TASCOT functions in the group

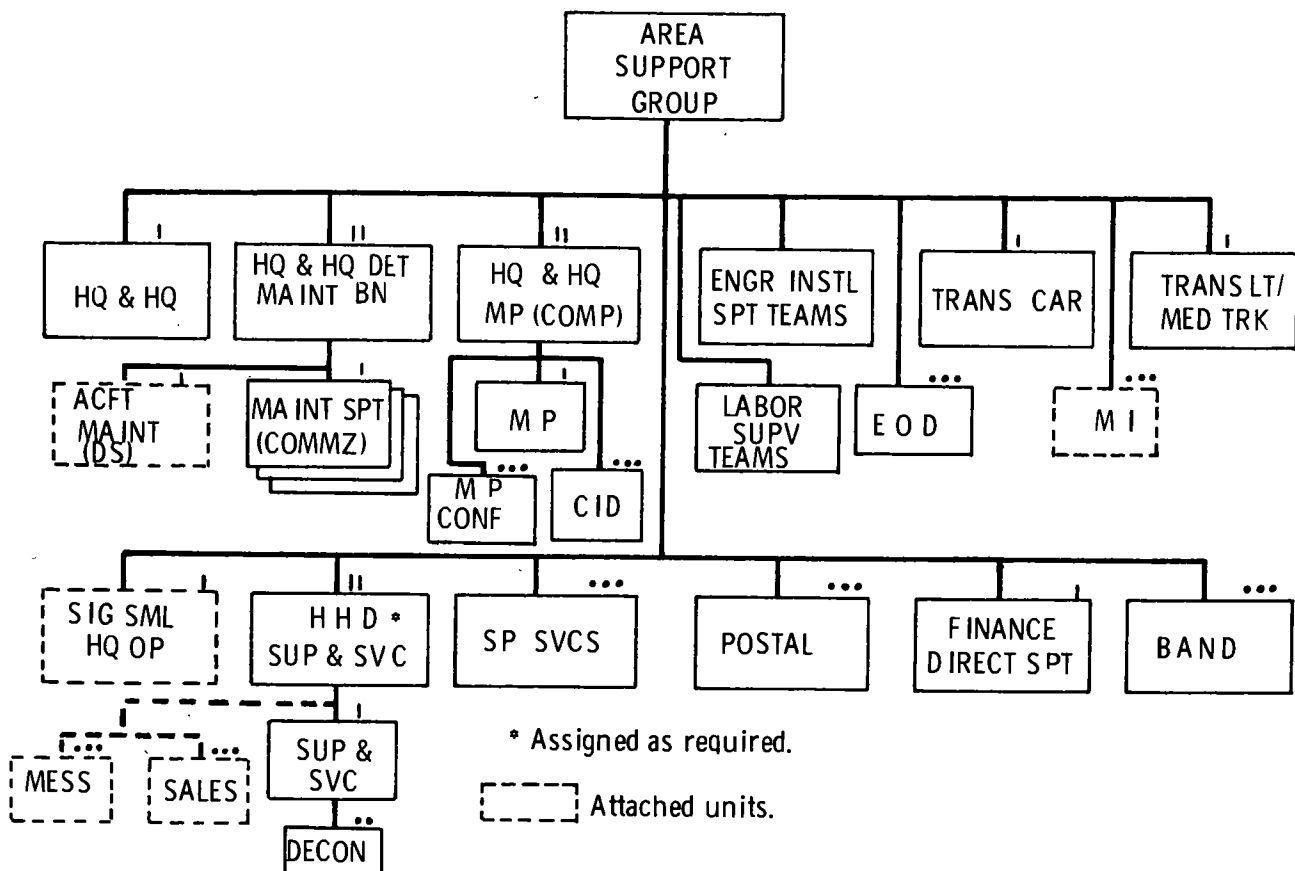


Figure 27-1. Area support group, ASCOM.

area. Such situations may arise during rear area security and damage control activities as described in Part One of this manual. Area Support Group control in such situations is for the purpose of providing centralized control to insure essential TASCOM missions. The senior officer of each TASCOM mission command located in the area assumes control of mission activities under Area Support Group control. Personnel and supply movements continue through the group area under group control to the adjacent Area Support Group. Pre-selected stocks in both rear and forward depots are placed in movement by depots at Area Support Group direction. TASCOM mission commands reassume control at TASCOM direction. Period of control by Area Support Groups should be relatively short. Area Support Group staffing for normal operations with augmenta-

tion of senior officers of the mission commands in emergencies provides a staff capable of supervising all activities for short periods.

d. Operations of each of the units assigned or attached to the Area Support Group are described in following sections of this chapter.

27-3. Organizations and Capabilities

Each unit of the Area Support Group is described in following sections. A basic unit of the Area Support Group is the supply and service company, which provides direct support supply and services to 15,000 personnel. This is the same company which is employed in the field army to support 15,000 nondivisional troops. Capabilities of all other Area Support Group units are based upon the requirement to support 15,000 troops.

Section II. HEADQUARTERS, AREA SUPPORT GROUP

27-4. General

a. Mission. To provide command and control of assigned and attached combat service support units forming a composite, multifunctional task organization.

b. Functions.

- (1) The Area Support Group Headquarters provides the organizational structure, personnel and equipment required for command control, staff planning, and supervision of assigned or attached units.
- (2) The functional areas coordinated and supervised by the directors of personnel; security, plans, and operations; installations; services; supply; and maintenance generally parallel those in the general staff sections of the Area Support Command.
- (3) Cryptological support, to include accountability, issue and maintenance of COMSEC equipment and materiel, is provided from the COMSEC resources assigned to the Headquarters and Headquarters Company, Area Support Group.

c. Organization. See figure 27-2.

d. Command Relationships.

- (1) With higher headquarters—normal staff relationships.
- (2) With subordinate headquarters of assigned and attached service support units—operational control and technical supervision.

27-5. Concept of Operations

The Area Support Group Headquarters analyzes missions assigned by higher headquarters; plans and allocates resources to subordinate units; directs deployment of units and installations; coordinates rear area security and area damage control matters; and, in general, assumes the most efficient control and employment of personnel, materiel, time and facilities in providing combat service support to designated forces. The directorate staff elements of the Headquarters, Area Support

Group, perform the following functions within overall responsibilities assigned to the Group.

a. Director of Personnel.

- (1) Coordinates personnel policies which include promotions, appointments, demotions, classification, assignment (including reassignment), decorations, awards, separations and rotations, and administrative policies which include reports control, forms management, records disposition, reproduction control, and publications control.
- (2) Coordinates military police functions in the areas of discipline, law, and order; prisoners of war and civilian internees; crime investigation and prevention; and confinement.
- (3) Directs the operation of the postal and financial units assigned to the group. In situations where a comptroller is established in the group headquarters, the operational direction of financial units will be exercised by the comptroller.
- (4) Establishes personnel and administrative policy for the group.
- (5) Provides personal services to individuals supported such as replacement of identification cards and personal affairs.
- (6) Coordinates group personnel actions with the Area Support Command Personnel and Administration Battalion.
- (7) Provides planning, guidance, policies, and priorities for chaplain activities.
- (8) Provides band and special services support.

b. Comptroller. Under normal tactical conditions it is not anticipated that a comptroller staff section will be required in the Area Support Group headquarters. It is expected that in some situations, e.g., by direction of higher headquarters, static operations, etc., it may be necessary to establish a comptroller staff. In such instance this function could be performed by a TOE, cellular unit, a Tables of Distribu-

tion (TD) unit, or a combination of both. The comptroller so established would assume the functions as assigned in this manual and current directives.

c. Director of Security, Plans and Operations.

- (1) Prepares planning guidance, policies, and programs pertaining to command organizations, operations, and functions.
- (2) Develops and maintains troop basis.
- (3) Develops the command operations orders.
- (4) Develops policies and guidance for, and evaluates the training of, headquarters and assigned/attached subordinate units.
- (5) Coordinates displacements of subordinate commands and assignments of facilities.
- (6) Develops plans and policies for the collection, processing, and dissemination of intelligence within the group.
- (7) Coordinates the intelligence activities of the attached Military Intelligence Detachment, Security.
- (8) Provides guidance for and exercises operational control over TAS/ADC operations within the Area Support Group jurisdiction, to include EOD. Rear area security and area damage control operations are covered in greater detail in chapter 5.
- (9) Provides staff guidance and planning for physical security activities.

d. Director of Installations.

- (1) Advises and assists the commander in all matters pertaining to engineer support of the group's mission.
- (2) Prepares and implements plans and policy for the maintenance, repair, and fire protection of all real property and utilities assigned to the Area Support Group.
- (3) Prepares plans for new requirements established by the commander and arranges construction support or real estate action for their acquisition.
- (4) Arranges for minor construction or

rehabilitation with the Engineer Command elements that provide construction general support.

- (5) Submits major requirements, that is, those that would require a construction company month of effort, and which were not in the construction program through command channels to the Engineer Command.
- (6) Provides liaison with construction units performing construction projects for the Area Support Group and other commands operating in the group's area of responsibility.
- (7) Provides real estate services through the assigned real estate team whose commander will also serve as the real estate officer for the directorate.
 - (a) Coordinates requirements for real estate with the civil affairs unit(s) operating in the area.
 - (b) Conducts initial surveys and inventories upon acquisition.
 - (c) Prepares and maintains records for Area Support Group and Area Support Command files.
 - (d) Conducts final inventories for claim purposes upon release of real property to the host nation through civil affairs channels.

e. Director of Services.

- (1) Coordinates and supervises activities in the area of communications as it applies to combat service support.
- (2) Provides CBR services, field services, and GRREG support.
- (3) Develops the services portion of the group administrative order.
- (4) Develops and makes recommendations for the troop basis and for organizational changes to service units.
- (5) Develops and recommends priorities, in conjunction with other directorate staff sections, for the services provided.
- (6) Develops policies and plans for provision and location of laundry and bath facilities, frequencies of use, and criteria for the establishment of clothing exchange operations.

- (7) Coordinates and supervises post exchange operations, to include locations, area coverage, and scope of operations.

f. Director of Supply.

- (1) Implements policies, plans and programs, and coordinates and supervises supply activities.
- (2) Develops the supply portion of the group administrative order.
- (3) Establishes supply levels based on directives of higher headquarters.
- (4) Implements policies, priorities, allocations, and criteria for controlled items.
- (5) Reviews supply activities to evaluate the efficiency of supply functions and to insure that supply plans and policies are being carried out.
- (6) Implements supply procedures (requisition, issue, storage, and accounting) and modifications thereto.
- (7) Coordinates and controls small local purchases.
- (8) Reviews and approves proposed stockage lists.
- (9) Coordinates and supervises salvage and property disposal activities of subordinate units.

g. Director of Maintenance.

- (1) Provides technical and administrative supervision over subordinate units in the accomplishment of maintenance mission.
- (2) Plans, schedules, and conducts technical inspections of assigned or attached units.
- (3) Coordinates and supervises the preparation and submission of materiel readiness reports and other maintenance data for local action and/or transmittal to higher headquarters.
- (4) Provides staff supervision and coordination of maintenance functions of subordinate units.
- (5) Coordinates maintenance operational matters with subordinate units and supporting commands.
- (6) Advises the commander and members of the staff of maintenance matters

falling within the Area Support Group's area of operational responsibility.

- (7) Coordinates and supervises the classification of captured, abandoned, and unserviceable materiel.
- (8) Implements inspection plans to insure efficient maintenance support.
- (9) Disseminates maintenance standards for inspection to subordinate units.

h. Personal Staff.

(1) Information Officer.

- (a) Advises the commander and staff on all aspects of troop information, public information, and command relations with the public.
- (b) Coordinates and supervises all public information functions within the group and all troop information to include information planning and dissemination of troop information.
- (c) Disseminates information pertaining to the command to appropriate information media in accordance with established command and security policies.
- (d) Plans positive and continuing public relations programs to gain and maintain public understanding, good will, and support.
- (e) Maintains liaison with, receives, escorts and controls certain activities of civilian and military information media representatives, and assists them in obtaining and clearing material relating to the command.
- (f) Observes and analyzes trends in public opinion.
- (g) Insures that material for public release has been reviewed for security clearance under established policies.
- (h) Prepares the public information and troop information portions of SOP's and of operational plans and orders.
- (i) Makes recommendations for the training and using of personnel assigned to information duties.

(2) Inspector General.

- (a) Inquires into and reports upon matters which pertain to the per-

formance of the mission, state of discipline, efficiency, and economy by conducting inspections, investigations, surveys and studies as directed by the commander, and as prescribed by law and army regulations.

- (b) Consults all staff sections, prior to making inspections, to obtain special items for attention of inspection personnel and to obtain technical assistance.
 - (c) Advises staff sections concerning matters noted during inspections and furnishes them with copies of extracts of inspection reports of direct interest to the staff section.
 - (d) Receives, investigates, and reports upon allegations, complaints, and grievances of individuals and agencies.
 - (e) Recommends remedial action to correct deficiencies and delinquencies noted in inspections or investigations.
 - (f) Advises the commander concerning the releasability of information from IG reports of inspection or investigation.
- (3) Staff Judge Advocate (fig. 27-3). The Staff Judge Advocate is the legal advisor of the commander and has the resources of the Judge Advocate Section, which is a part of the personal staff. The Staff Judge Advocate furnishes legal advice to the Command, staff, and subordinate commanders; in matters relating to military justice, he is required by law to communicate directly with the commander. He is authorized to communicate with the Staff Judge Advocate of superior, subordinate, and adjacent commands, as well as with the Judge Advocate General. The Staff Judge Advocate is responsible for the administration of military justice within the command; furnishing legal advice and assistance to military and other authorized personnel concerning personal legal problems of a civil nature; administration

of claims, including certification for payment when appropriate; providing legal opinions on international law problems (e.g., Hague Regulations, the Geneva Conventions of 1949, status of forces agreements); examining procurement contracts, and furnishing advice in connection therewith; administering of war crimes matters within the command, and the operational control of Judge Advocate Service Operations teams (TOE 27-500E) when attached. In view of the fact that this group will be performing post, camp, and station functions for as many as 15,000 troops, a judge advocate section of the size found in the current infantry division is provided this group. Legal services for the group and supported units are provided as follows:

- (a) *Legal assistance.* The Staff Judge Advocate will provide legal assistance to authorized personnel in accordance with DA Directives. This service will be available, not only to personnel of the group and assigned units, but to personnel of mission command activities located within the group's area of responsibility. The legal assistance office may be physically located within the Judge Advocate section or elsewhere as the particular situation may require. The aim will be to provide the service to as many as possible and to avoid the requirement for any soldier to make a long journey for this purpose. If there are units located in remote areas, then provision will be made for periodic visits by the legal assistance officer to those units. Firm doctrine to apply at all times and in all places cannot and should not be prescribed. Each situation will require its own solution to the end that the Army Legal Assistance Program is effectively carried out.
- (b) *Military affairs.* The Staff Judge Advocate will provide legal advice to the commander and staff in such

areas as board actions, questions of pecuniary liability, elimination proceedings, procurement actions, and international law. In the latter field, a certain amount of international law problems may be anticipated whether the group is occupying enemy territory (Geneva Conventions) or located in a friendly allied country (status of forces agreements). Whatever the situation, the Area Support Group will be in daily contact at the working level with local governments and their inhabitants.

- (c) *Military justice.* The group commander will be authorized to convene general courts-martial. Subordinate commanders will exercise summary and special courts-martial jurisdiction. Subordinate units of the group, as well as mission command activities within the group's area of responsibility, will be attached to the group for the administration of military justice. This will permit a more expeditious handling of cases, without prejudice to either the government or the accused. It will also relieve the mission command commanders of a multitude of administrative details requiring his personal attention, incident to the exercise of general courts-martial jurisdiction.
- (d) *Claims.* The Staff Judge Advocate will supervise and administer all matters pertaining to claims; to include certification for payment when appropriate. These will include claims from military personnel for loss of property incident to service and claims from local nationals for losses arising from non-combat activities of the army. Claims in the latter category are investigated and evaluated by the group judge advocate and forwarded to the theater claims service for final adjudication.
- (e) *Judge advocate general service organization.* Judge Advocate General

Service Organization Teams (TOE 27-500E) are theater army troops. They may be attached to the group to assist with unusually heavy workloads. When attached, they are under the operational control of the Staff Judge Advocate.

- (f) *Legal clerks.* AR 310-32 authorizes enlisted legal clerks in TOE of separate battalions, groups and similar sized units not having judge advocate sections. These clerks commonly referred to as "courts and boards" clerks, can take care of all of the clerical work incident to the exercise of summary and special courts-martial jurisdiction as well as Article 15 correspondence and miscellaneous board actions.

i. Adjutant General's Office. This office operates under the general staff supervision of the Director of Personnel and performs the usual duties of an administrative office. It is not a special staff section nor function. Its functions include:

- (1) Providing internal administrative services to the headquarters, to include distribution center, reproduction facilities, central classified document control and repository, publications and reproduction control, forms management, and records disposition.
- (2) Coordinating with the servicing Army Post Office for receipt and dispatch of headquarters office mail.
- (3) Providing coordination and liaison with the central records library for difficult or specialized records not retrievable with input-output devices furnished staff sections for library records search.

27-6. Organizations and Capabilities

Headquarters and Headquarters Company, Area Support Group, plans, directs and supervises the provision of direct support service within an area of the COMMZ, and plans and coordinates the provision of rear area security and area damage control in the group area. It is normally assigned to Headquarters, Area Support Command, on the basis of one per 15,000 to 30,000 troops to be supported in the

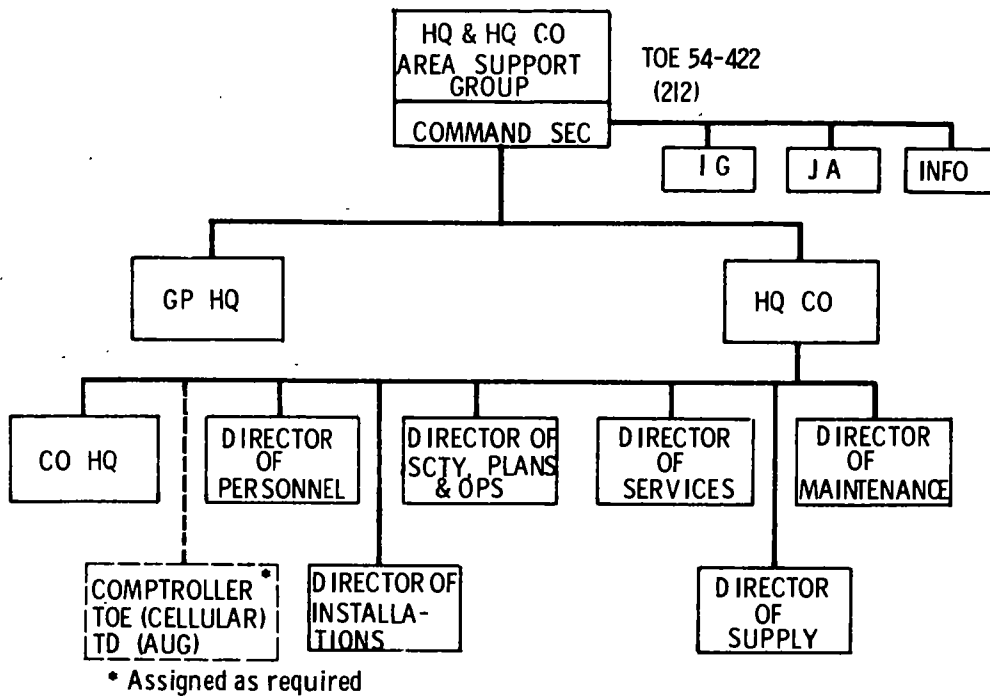


Figure 27-2. HHC, area support group.

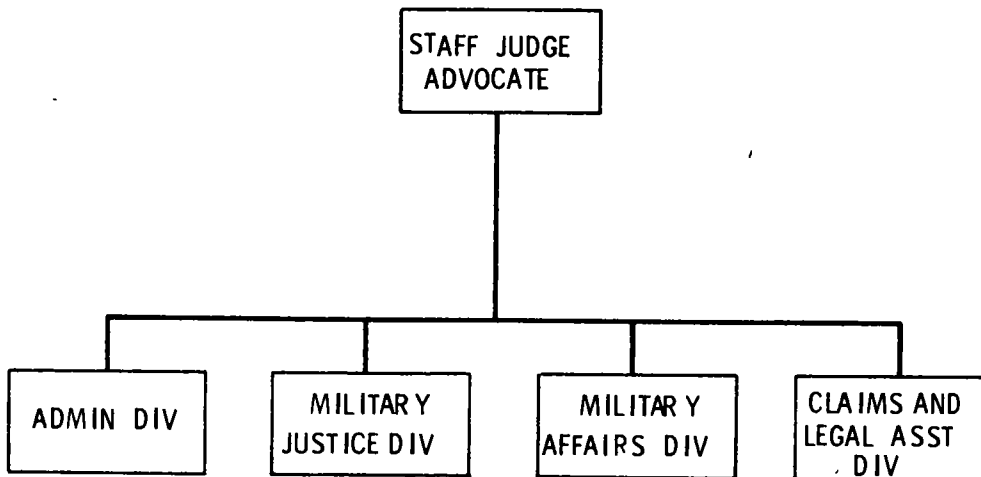


Figure 27-3. Judge advocate section, area support group.

COMMZ. The Group also exercises territorial control over its area of responsibility for rear area security, physical security, and area dam-

age control. It is dependent upon other organizations for transport, security, personnel administration, and communications support.

Section III. PERSONNEL SERVICES

27-7. General

a. *Mission and Functions.* In addition to providing routine group personnel actions (the

primary source of personnel action support is the Personnel and Administration Battalion of the ASCOM) and internal administrative serv-

ices for the headquarters, the personnel services directorate provides or coordinates the following support: chaplain, finance (when there is no comptroller), postal, band, special services, law and order, labor, and miscellaneous personal services.

b. Coordination. The internal divisions of the director of personnel are shown on figure 27-4. The director of personnel is the coordinating staff officer for separate TOE units which perform the functions of postal, band, special services, law and order, and labor services. He also coordinates finance services when there is no area support group comptroller.

c. Command Relationships.

- (1) With other Area Support Group (ASGP) directorate staff elements and higher headquarters: Normal staff relationships.
- (2) With subordinate units: Normal staff relationships.

27-8. Concept of Operations

In accomplishing its assigned mission and functions, the personnel services organization utilizes the resources of its assigned and attached subordinate units to supplement its capabilities. Maximum efficient utilization of personnel, equipment and time is achieved by the planning, allocation and control of available resources.

a. Chaplain Services.

- (1) Normally, the primary responsibility of the group chaplain is to provide chaplain support to personnel assigned to the group, to include religious services, character guidance, counselling, pastoral care and religious education.
- (2) A balance, coordinated program of religious, religio-cultural, and religio-social activities is planned and operated so as to be available to all personnel of the area.
- (3) The Area Support Group chaplain has responsibility for coordinating the overall religious coverage, religious supply distribution, and RAS/ADC contingency plan with all chaplains located and/or operating in the group area of support responsibility.

- (4) When so directed, he arranges for training and spiritual development conferences for chaplains in the area.
- (5) When directed to operate a religious retreat center, the group chaplain is authorized additional personnel to assist in the administration and direction of the retreats, conferences, and days of recollection. Plans, coordination, and scheduling are performed by the Theater Chaplain Agency of the Personnel Command.
- (6) Interment services will be conducted by the Area Support Group chaplains who are located adjacent to a TASC-COM cemetery. Plans, coordination and scheduling are performed by the Theater Chaplain Agency.

b. Finance Services. The Finance Direct Support Company provides finance services to nondivisional elements of TASC-COM on an area basis. The company is not self-sufficient and must be attached to another unit for logistical and administrative support. Finance services provided by the company include—

- (1) Preparing and submitting prescribed financial reports as required.
- (2) Computing and disbursing pay and allowances for United States, local hire, civilian, and prisoner of war personnel.
- (3) Processing and paying travel allowances to U.S. personnel and foreign nationals as authorized by regulation.
- (4) Processing and paying commercial accounts.
- (5) Establishing, controlling, and funding Forward Service Teams and Class B Agent Officers.
- (6) Providing foreign currency to authorized personnel in exchange for U.S. dollars and/or military payment certificates, as required.
- (7) Funding imprest fund cashiers.
- (8) Providing finance support to dependents under emergency conditions as authorized by regulation.
- (9) Providing technical guidance and assistance to serviced units. The finance

services provided by finance direct support companies are generally those involved in receipt, disbursement, and maintenance of cash accounts for public funds. Appropriation accounting is performed by the finance general support agency of the Personnel Command.

c. Postal Services. The Army Post Office operates under the supervision of the Director of Personnel, Area Support Group. The Army Post Office (APO) locates its teams throughout the area supported. Mail processing teams receive bulk mail from and dispatch bulk mail to Personnel Command postal units. The mail processing team processes incoming mail for units served. Troop units receive their mail at the mail distribution section. Outgoing (CONUS) mail is not processed by the mail processing team (sorting out mail by zip code is accomplished in CONUS). Postal finance teams provide postal services other than mail handling for units and individuals served. The Army Post Office headquarters section is responsible for accounting for postal moneys and postal effects. Some of the APO functions are—

- (1) Receives from and dispatches mail to general support postal units of the Personnel Command.
- (2) Receives from and dispatches mail to units and individuals served.
- (3) Provides postal service to individuals and units such as selling and cashing postal money orders, selling stamps, and registering or insuring mail.
- (4) Coordinates with the Postal Section, Personnel and Administration Center, Personnel Command, for locator service and current mail distribution schemes.

d. Army Band. The Band, TOE 12-107, provides band music for military ceremonies and special services activity conducted within the Area Support Group area. It is capable of providing band music on an area basis with a total strength of up to 60,000 on an "on call" basis or can provide "combos" for special services rest area supporting 60,000 personnel. The Band is assigned on the basis of one per Area Support Group.

e. Special Services. A service team of a Special Services Detachment, TOE 12-18, provides a rest area as required for combat and combat support troops. The rest area can provide facilities for rest and relaxation of units not exceeding 750 personnel at any given time. Special Services Teams are assigned on an "as required" basis to the Area Support Groups. Other units must support the team to provide the additional support—chaplain, finance, postal, exchange, bath, and medical.

f. Law and Order. The Headquarters and Headquarters Detachment, Military Police Battalion and its assigned/attached units maintain law and order by providing—

- (1) Control of traffic.
- (2) Maintenance of discipline, law and order.
- (3) Crime prevention.
- (4) Criminal investigation.
- (5) Circulation control of individuals.
- (6) Assistance in rear area security and area damage control.

g. Labor Service. Although staff supervision of labor rests primarily with the Director of Personnel, all other directorate staff sections will be concerned with the utilization of labor within their functional areas. The labor service organization and functions include—

- (1) TOE 20-20 Teams, Labor Supervision Organizations, providing command, administration and labor supervision of non-U. S. labor elements, will be assigned to the Area Support Group as follows:
 - (a) One Area Headquarters to supervise up to 10 Center Headquarters.
 - (b) One Center Headquarters to supervise up to 10 District or Section Headquarters.
 - (c) One District Headquarters to supervise 101 to 250 individuals.
- (2) The appropriate civil affairs headquarters will establish policies for the employment of displaced persons, refugees and enemy nationals, and to execute agreements with civil authorities for the procurement and employment of local labor.
- (3) First line supervision, transportation

to and from work site, and provision of work tools are responsibilities of the using units.

- (4) The prime source of military labor in the Area Support Group is the Supply and Service Company.

27-9. Organizations and Capabilities of Separate TOE Units

a. Finance Direct Support Company (fig. 27-5). This unit, assigned to the ASCOM, is attached to the Area Support Group. It is capable of supporting approximately 15,000 personnel. It is dependent upon other units for administration, mess, supply, transportation, and maintenance. This unit operates under the technical control of the ASCOM Comptroller when the Support Group has no comptroller.

b. Postal Detachment-Army Post Office (teams from TOE 12-550, *Postal Services Company* (fig. 27-6). This post office is similar to a large city post office, with branches throughout the area in troop concentrations to provide convenient postal service to units and individuals. The Army Post Office provides letter mail, package, stamp, and postal money order services. The normal basis of allocation is one Army Post Office per 15,000 personnel served. It is assigned to Headquarters and Headquarters Company, Area Support Group, and must be attached to supported units for mess, maintenance and transportation.

c. Band, TOE 12-107 (fig. 27-7). The band provides band music for military ceremonies and special services activities conducted within the Area Support Group. It is capable of pro-

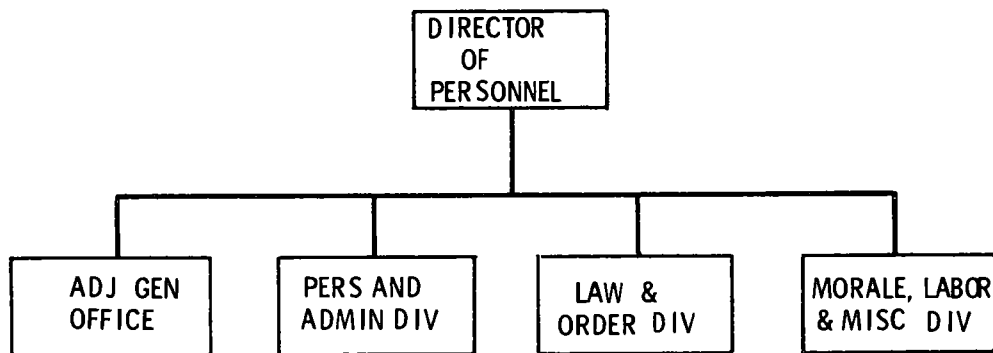
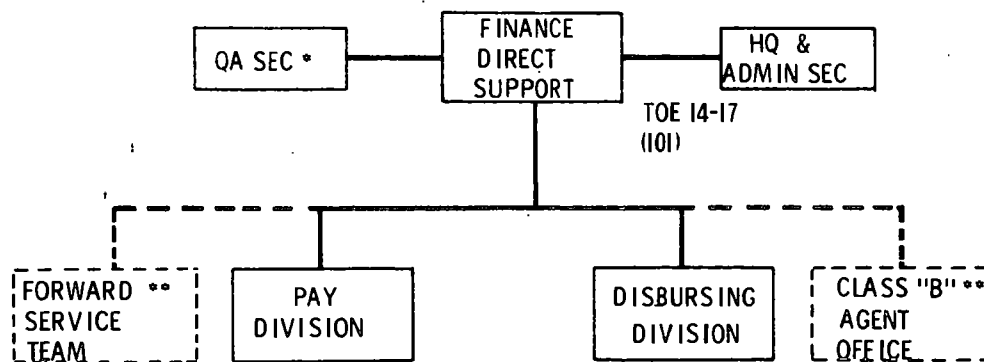


Figure 27-4. Director of personnel, area support group.



* Quality Assurance.

** Formed from personnel assigned to the Pay and Disbursing Divisions, when required.

This unit operates under the technical control of the ASCOM Comptroller when the Support Group has no comptroller.

Figure 27-5. Finance direct support company.

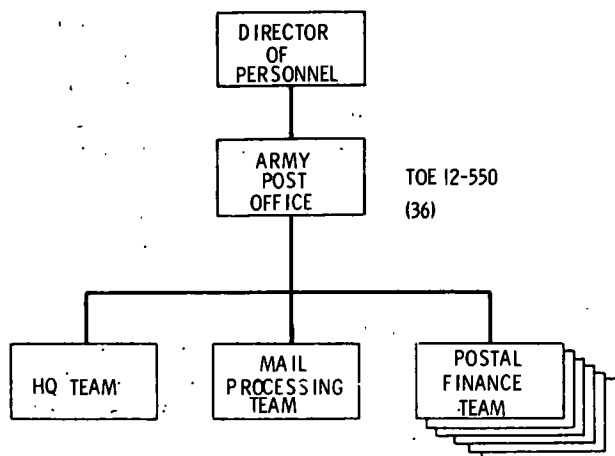


Figure 27-6. Army post office.

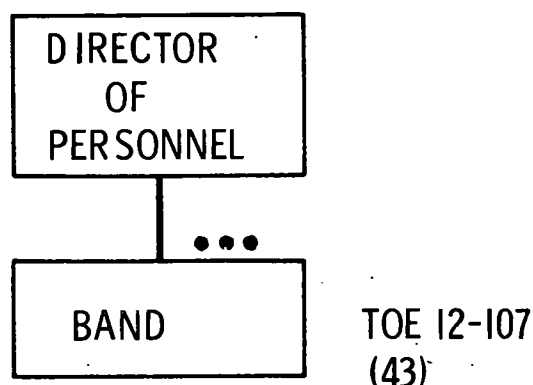


Figure 27-7. Band.

viding band music on an "on-call" basis for major headquarters with a total troop strength of up to 60,000 or can provide "combos" for the special services rest area supporting 60,000 personnel. One band is normally allocated per 60,000 troops and assigned to the Headquarters and Headquarters Company, Area Support Group, and must be attached to other units for mess, maintenance, and transportation.

d. Special Services Detachment, TOE 11-18 (fig. 27-8). This detachment provides rest areas

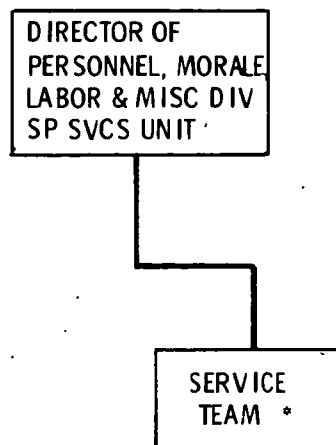


Figure 27-8. Special services team.

for rest and relaxation on the basis of one per 60,000 personnel served. It can also provide facilities for the rest and relaxation of units not exceeding 3,000 personnel at a given time. The Special Services Detachment is assigned to Headquarters and Headquarters Company, Area Support Group, and commands a rest area. Other units must support the detachment to provide chaplain, finance, postal, exchange, bath, and medical services.

e. Labor Supervision Organizations, Teams, TOE 20-20. These organizations provide command, administration, and labor supervision of non-U. S. labor elements as follows: One Area Headquarters to supervise up to ten District or Section Headquarters; one Center Headquarters to supervise up to ten District or Section Headquarters; one District Headquarters to supervise 101 to 250 individuals.

f. Capabilities. Law and order organization and capabilities are described in paragraphs 27-22 through 27-24.

Section IV. MAINTENANCE SERVICES

27-10. General

a. Mission and Functions. The Maintenance Services provide direct support maintenance services by performing the following functions:

- (1) Equipment repair, to include automo-

tive, construction, electrical generation, refrigeration, air compressor, electronic, chemical, instrumentation, artillery, aircraft, small arms, materials handling equipment, office machines, and canvas and leather items.

- (2) Direct exchange (DX) of unserviceable components or end items.
- (3) Issue of organizational repair parts.
- (4) Technical inspection of equipment and material.
- (5) Evacuation of unserviceable equipment to designated General Support Supply and Maintenance Command field depots.
- (6) Collection, classification, and disposition of captured abandoned and unserviceable materiel.
- (7) Technical assistance and advice to supported units.

b. Organization of Director of Maintenance (fig. 27-9).

c. Command Relationships.

- (1) With other Area Support Group directorate staff elements and higher headquarters: Normal staff relationships.
- (2) With subordinate units: Operational control and technical supervision.

27-11. Concept of Operations

Maintenance Support Service within the Area Support Group is provided by a maintenance battalion and assigned or attached maintenance units providing direct support and limited general support services (fig. 27-10). This support is provided on an area basis to units assigned to or passing through the COMMZ. Medical, Class V, cryptographic, army security agency materiel, airdrop equipment, and light textiles and footwear are excluded from this support.

a. Headquarters and Headquarters Detachment, Maintenance Battalion, when employed, is a managing and controlling agency responsible for providing functionalized DS/GS maintenance services to the user. It exercises control over the assignment and displacement of subordinate units, based on missions assigned the Area Support Group. Maintenance support programs are developed and monitored and requirements are programed against man-hours available to the operating maintenance units. Extensive use will be made of summary reports and printouts available at the maintenance management center, ASCOM, in deter-

mining the proficiency and capability of the operational maintenance units. The materiel staff of the headquarters accomplishes the following:

- (1) Determines the adequacy of staffing, establishes controls and evaluates the overall efficiency of the subordinate maintenance units.
- (2) Establishes controls for the issue of critical items and items in short supply.
- (3) Develops managerial techniques for the control of workloads.
- (4) Recommends to the battalion commander, the location, positioning and assignment of missions to the subordinate maintenance units.
- (5) Determines the criteria for use of the maintenance float based on the policy of higher headquarters, establishes equipment evacuation procedure, and recommends stockage levels of certain critical items.
- (6) Coordinates with the backup field depot for the evacuation of equipment.

b. The Maintenance Support Company, (COMMZ), accomplishes its mission by providing specialized mobile maintenance teams and semi-fixed maintenance facilities to repair mission items by replacing unserviceable components, assemblies, or major items and the reconditioning of selected items for return to float. Equipment repair includes automotive items, construction equipment, generators, refrigeration units, air compressors, electronic equipment, chemical equipment, instruments artillery, aircraft, small arms, materiel handling equipment, office machines and equipment, and canvas and leather goods other than light textiles and footwear. Recoverable type repair parts are furnished to the customer on a direct exchange basis, while direct issue of organizational repair parts for items support will be made. Repair parts and DX items will be furnished on a unit distribution basis so far as is practicable.

c. The Aircraft Maintenance Direct Support Company provides aircraft DS maintenance whenever such support is required in the Area

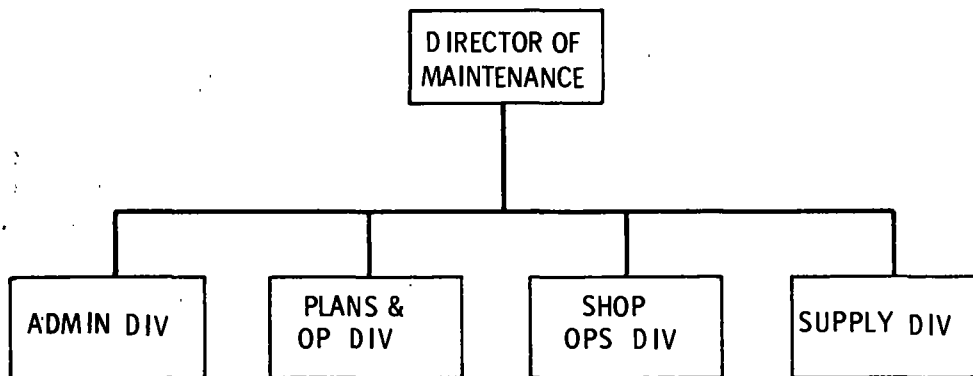
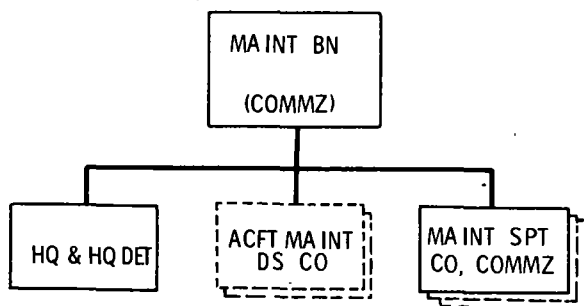


Figure 27-9. Director of maintenance, area support group.



 As required.

Figure 27-10. Maintenance battalion, area support group.

Support Group. It provides organizational repair parts for items supported.

d. The Maintenance Battalion Headquarters will not be directly involved in repair parts channels. Requests for repair parts will be initiated by the Maintenance Support units directly upon the ICC of the Supply and Maintenance Command. Each maintenance unit will maintain a maintenance float of end items supported. Policies for the control of the maintenance float will be established by the Theater Army and implemented by ASCOM. The maintenance float will not be used as a supply source, but will be used to insure that users are not deprived of end items awaiting maintenance over an excessive period of time. Equipment beyond the repair capabilities of the maintenance units of the Area Support Group will be evacuated

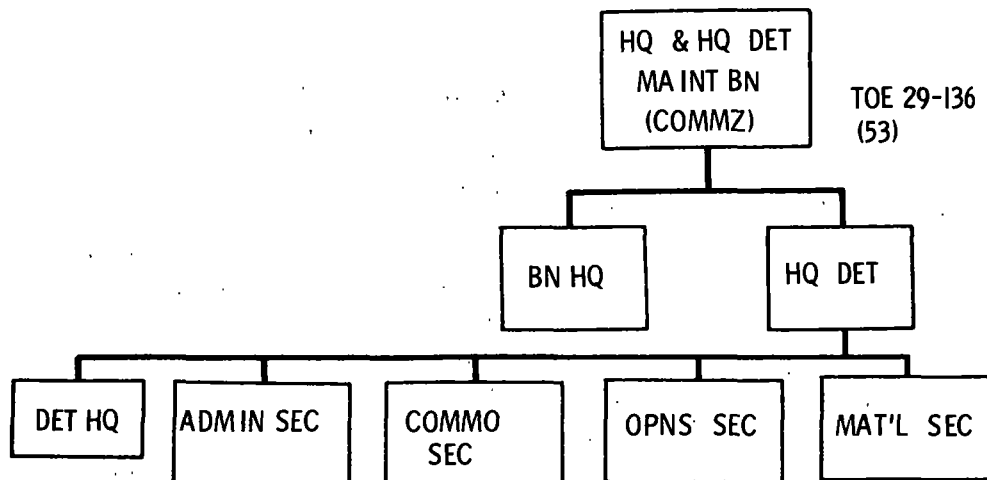


Figure 27-11. HHD, maintenance battalion.

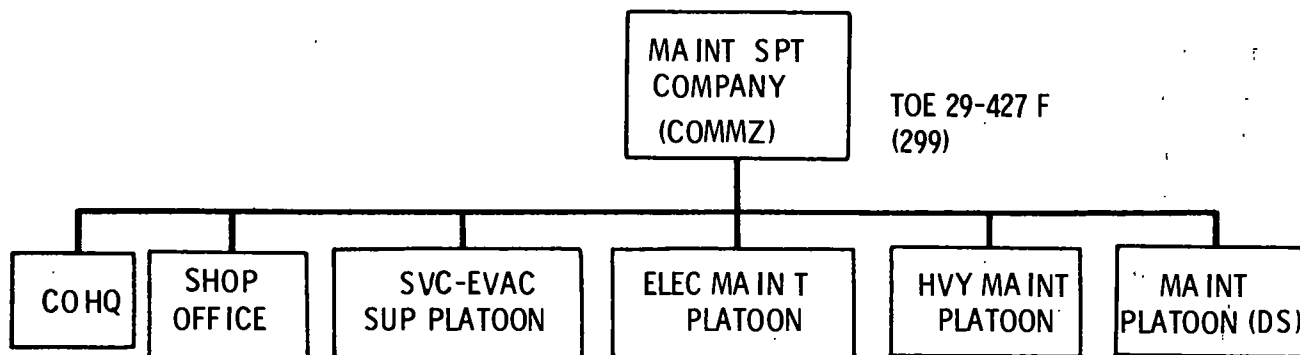


Figure 27-12. Maintenance support company, COMMZ.

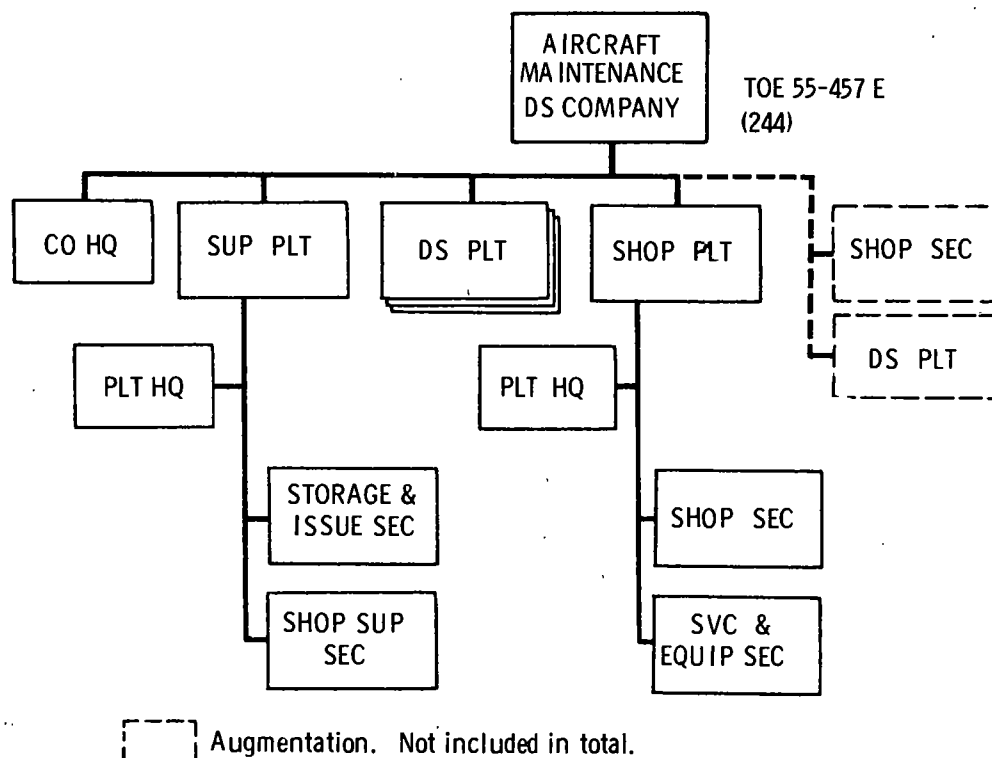


Figure 27-13. Aircraft maintenance company, direct support.

to the field depot designated by the Supply and Maintenance Command, to provide back-up general support maintenance to the Area Support Group. The mission of the maintenance units assigned or attached to the Area Support Group is oriented toward the repair and return to user.

27-12. Organizations and Capabilities

a. Headquarters and Headquarters Detachment, Maintenance Battalion, TOE 29-136 (fig.

27-11), provides command and control, technical administrative, and operational supervision of assigned or attached functional units. It is capable of commanding and directing the operation of two to four Maintenance Support Companies (COMMZ), supervising and directing the operations of an Aircraft Direct Support Maintenance Company (when such a company is attached), performing organizational maintenance on organic equipment and providing limited DS chemical-biological-radio-

logical decontamination services to the battalion headquarters and its attached/assigned units when augmented. It is assigned on the basis of one per Area Support Group, when three or more maintenance companies are assigned to an Area Support Group.

b. Maintenance Support Company (COMMZ) TOE 29-427 (fig. 27-12), provides direct support maintenance of all equipment, less medical, Class V, COMSEC and Army Security Agency material, aircraft, airdrop equipment, light textiles, and footwear. This company is capable of performing the following functions: equipment repair, DX of unserviceable components or end items, issue of organizational repair parts, technical inspection of equipment and material, and collection and evacuation of unserviceable materiel. Three or more of these units are attached to the Headquarters and Headquarters Detachment, Maintenance Bat-

talion (COMMZ), when required, or operate directly under the supervision of the Director of Maintenance, Area Support Group.

c. Transportation Aircraft Maintenance Direct Support Company, TOE 55-457 (fig. 27-13), provides direct support Army aircraft maintenance, supply, and recovery support. Assignment to an Area Support Group is predicated on equipment density. When utilized, it may be attached to Headquarters and Headquarters Detachment, Maintenance Battalion (COMMZ), or may operate directly under the Director of Maintenance, Area Support Group. Support provides includes—direct support maintenance, supply and aircraft recovery support; on-call mobile maintenance teams for on-site support of aircraft; and maintaining a 15-day supply level of aircraft parts for types of aircraft supported.

Section V. TRANSPORTATION SERVICE

27-13. General

a. *Mission and Functions.* The Transportation Service organization provides motor transportation to meet local, routine, and recurring requirements in support of the entire Area Support Group. In fulfilling the assigned mission, the transportation service organization provides motor transportation to accomplish the following functions:

- (1) Intragroup shipments of personnel and cargo.
- (2) Daily distribution of supply to supported units and other transportation support, as required.

b. *Organization.* See figure 27-14.

c. *Command Relationships.*

- (1) With other Area Support Group directorate staff elements and higher headquarters: Normal staff relationships.
- (2) With subordinate units: Operational control and technical supervision.

27-14. Concept of Operations

a. Transport service is furnished the Area Support Group from two sources: a light-medium truck company and a car company at-

tached to the Area Support Group and motor, rail, and air transport service provided as required by the Transportation Command.

- (1) The support group's light-medium truck company and car company provide motor transport to meet local, routine, and recurring requirements in support of the entire Area Support Group. They provide a means for intragroup shipment of cargo and personnel and daily distribution of supplies to support units. These units are not employed for intradepot operations. The light-medium truck company and the car company are employed under the staff supervision of the Area Support Group Director of Services. That office receives transport requirements for local transport from all activities of the group and commits the capabilities of the companies to accomplish the moves. Requirements for transport in excess of the Area Support Group's capabilities are relayed by the Director of Services to the TMO of the Transportation Command located in the group area for accomplishment.

- (2) The air, rail, and motor transport capabilities of the Transportation Command provide back-up support for the Area Support Group. Requirements for long-haul motor transport or for local-haul or long-haul rail or air transport are placed on the local TMO by the shipping activity. Such support will be furnished only after a determination by the TMO that the characteristics of the shipment and the requested mode warrant the employment of those modes.

b. Normally only the main highway supply routes and certain essential feeder routes will be regulated in the communications zone. Control of the routes is exercised by the Highway Traffic Headquarters of the Transportation Command and requests for movement over those routes are made to the Highway Traffic Headquarters through local TMO's or highway regulating points.

27-15. Organization and Capabilities

The organization and capabilities of the light-medium truck company and the car company are described in general terms in paragraphs 11-21 through 11-24. Details of their employment and organization are contained in FM 55-35 (Test).

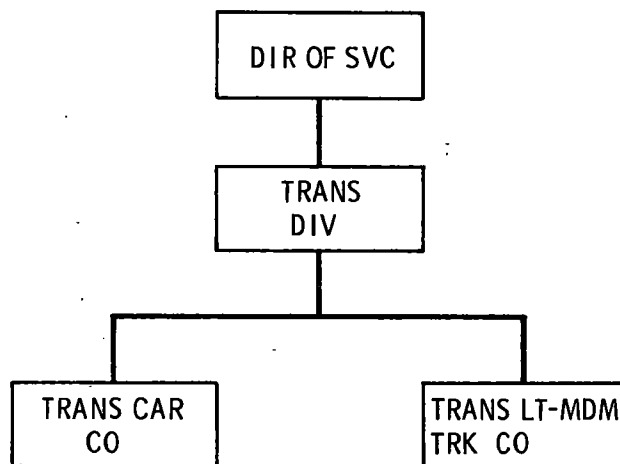


Figure 27-14. Transportation service organization, area support group.

Section VI. SUPPLY AND SERVICES

27-16. General

a. *Mission and Functions.* The supply and service organization provides direct support supply and services by performing the following functions:

- (1) Supply distribution.
- (2) Clothing and PX sales.
- (3) Laundry.
- (4) Renovation.
- (5) Bath and clothing exchange.
- (6) Food service.
- (7) POL distribution.
- (8) Graves registration service.
- (9) Bakery services.
- (10) Decontamination.
- (11) Disposal and salvage.

b. *Mission.* Excluded from this direct support supply mission is the supply of repair parts, ammunition, cryptographic supplies, medical supplies and air drop items.

c. *Organization.* (See figs. 27-15 and 27-16.)

d. *Command Relationships.* The Directors of Services and Supply—

- (1) With other Area Support Group Directorate, staff elements and higher headquarters: Normal staff relationships.
- (2) With subordinate units: Operational control and technical supervision.

27-17. Concept of Operations

The basic concepts of TASTA-70 visualize a functionalized direct support supply and service organization within TASCOT suitable for support of communications zone units in any type of conflict, limited or general, conventional, or nuclear. Further, the direct support supply and services organization must be capable of supporting any type of force structure. The direct support mission within the communications zone will be assigned to the Area Support Groups which are subordinate to the Area Support Command. The supply and service portion of the direct support mission will be performed by direct support supply and serv-

ice companies or battalions assigned to Area Support Groups. Whether the direct support supply and service organization will require company or battalion size elements will be determined by the magnitude of the mission of the particular Area Support Group to which the supply and service elements are assigned.

a. Company. The Supply and Service Company, TOE 29-147 (fig. 27-17) is the basic operational element in the supply and service structure. It may be attached either directly to an Area Support Group or to a Supply and Service Battalion. The company has been designed to provide direct support supply and service for approximately 15,000 nondivisional troops in either the field army or the communications zone. The company contains a headquarters; supply office; supply platoon; laundry, renovation and bath platoon; petroleum platoon; graves registration section; bakery section; and, when employed in COMMZ, an FB team, TOE 3-500. The company operates supply points to receive, store, issue, and distribute class I, class III and class II and IV supplies except repair parts, cryptographic supplies, medical supplies, and airdrop items. In addition to its direct support functions, the company provides laundry, renovation, bath, graves registration, and decontamination services to supported units.

b. Battalion. Headquarters and Headquarters Company, Supply and Service Battalion, TOE 29-146 (fig. 27-18) is a command and control element capable of accepting the attachment of one or two supply and service companies and other service type units. This organization supersedes the COSTAR supply and service battalion and possesses more flexible operational capabilities. Headquarters and Headquarters Company is assigned to the Area Support Group, when required, and provides support for 15,000 to 30,000 nondivisional troops, depending on the number of supply and service companies assigned. The Battalion Headquarters may exercise centralized control of supply operations by consolidating supply personnel and equipment of company supply offices in the battalion operations section.

c. Supply Operations. The availability of automatic data processing and communication equipment will enable direct support supply

and service units in the communications zone to place requisitions directly on the Supply and Maintenance Command Inventory Control Center (ICC).

d. Support. Ammunition support is provided by the Supply and Maintenance Command since the anticipated consumption factor in COMMZ is minor. Ammunition direct support units may be assigned to the Area Support Group if consumption requirements become sufficient to warrant such assignment.

e. Service Functions. Service functions are to be provided by the Supply and Service Company and will be the same essentially as under the COSTAR concept. Laundry and bath, graves registration, renovation and decontamination are considered the primary service functions with which this company will be concerned. A renovation section, which does not appear in the COSTAR organization, and a decontamination team (Team FB, TOE 3-500) have been added to the TASTA-70 Supply and Services Company to provide the additional functional capabilities required.

f. Sales Service. A Sales Detachment (fig. 27-19) composed of two BA, one BB and one BC Teams, TOE 10-500E, provides both mobile and static facilities for nonprofit sale of health and comfort items, insignia, and officers' clothing; provides wholesale supply support of above items for unit post exchanges when authorized; and supplies Army-Air Force Exchange Service stores with military insignia and officers' clothing for resale when authorized. The sales detachment will requisition its supplies from the S&M Command ICC through the Supply and Service Company or Battalion Headquarters to which attached. Stores will be established within reasonable walking distance of bath and clothing exchange facilities for the nonprofit sale of health and comfort items not otherwise provided gratuitously, insignia, and officers' clothing. Mobile, expansible vans will provide this same service to troops in outlying districts on a weekly basis wherever unit post exchanges have not been established. The sales detachment will no longer be required for this mission once Army-Air Force Exchange Service facilities are opened in an area. At least one BB Team will be required for sale of officers' clothing and insignia to officers, nurses, warrant offices, and

civilians of simulated rank, even after AAFES facilities are operational, and should be located in a major leave center. Accounting for sales and issues will be in accordance with AR 711-16 as supplemented by AR 700-8400-1.

g. Food Service. Mess Detachments (fig. 27-20), composed of a CA and 4-CB Teams each, TOE 29-500D, provide hot meals and messing for itinerant military personnel and such other individuals as may be attached for rations, on a 24-hour basis along the MSR. All assigned/attached units of company size or larger will have organic messing facilities. Separate platoons and detachments which lack organic messes will be attached for rations to other units which operate messes. Overall supervision of food service will be provided by a member of the staff of the director of services, ASGP.

h. Local Purchasing Service. Each ASGP commander will be authorized an imprest cash fund from which to make local purchases of decentralized items. The Supply and Maintenance Command, in accordance with TASCOP instructions, will publish listings of items and/or services which are approved for local purchase. An officer on the staff of the director of supply, ASGP will be designated as cashier of the imprest fund and will also serve as purchasing and contracting (P&C) officer for the group.

i. Property Disposal. Nonreportable surplus personal property will be disposed of in accordance with ASCOM SOP. If contractual services are involved in such disposal, contracting services will be provided by the group P&C officer and/or the judge advocate. Reportable ex-

cess personal property will be evacuated on returning and otherwise empty supply trucks or through arrangements with the local transportation movements officer to field depots designated to receive it.

j. Salvage. Reportable salvage will be evacuated as described in *i* above. Nonreportable salvage will be disposed of in accordance with the ASCOM SOP. The group property disposal officer will also serve as the group salvage officer.

27-18. Organizations and Capabilities

a. Headquarters and Headquarters Company, Supply and Service Battalion, TOE 29-146 (fig. 27-18), supervises two or more Supply and Service Companies and other service type units. It supersedes the organic COSTAR supply and service battalion and possesses more flexible operational capabilities. The Headquarters and Headquarters Company, Supply and Service Battalion, is assigned to the Area Support Group when required and is capable of providing support for 15,000 to 30,000 non-divisional troops, depending upon the number of subordinate operational units assigned or attached.

b. Supply and Service Company, TOE 29-147 (fig. 27-17), provides direct support supplies and services to Theater Army nondivisional troops. Capabilities include: providing direct support supplies and services for approximately 15,000 nondivisional troops; operating supply and service points; requisitioning, receiving, storing, issuing and distributing class I, class III and all class II and IV supplies, except repair parts, cryptographic supplies, medical

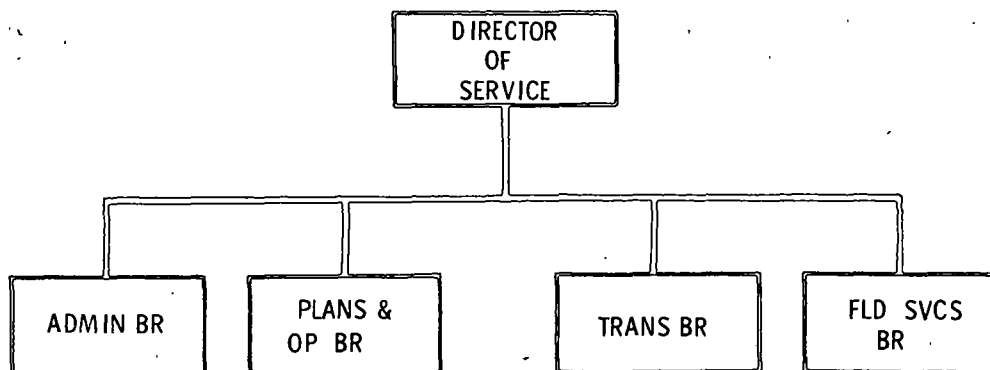


Figure 27-15. Director of services, area support command.

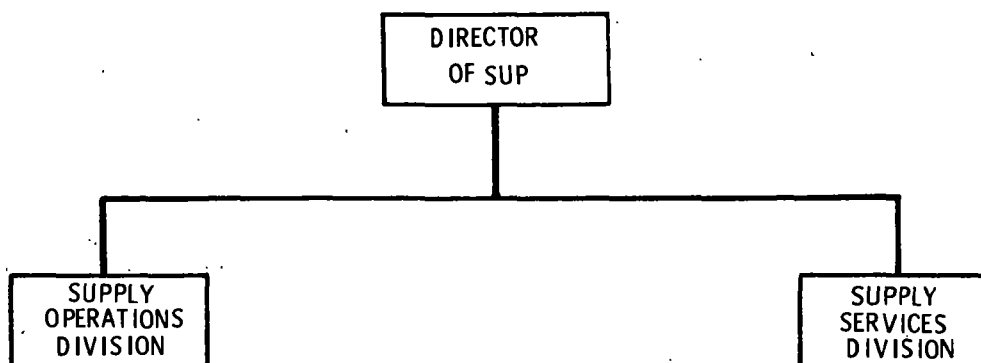


Figure 27-16. Director of supply, area support group.

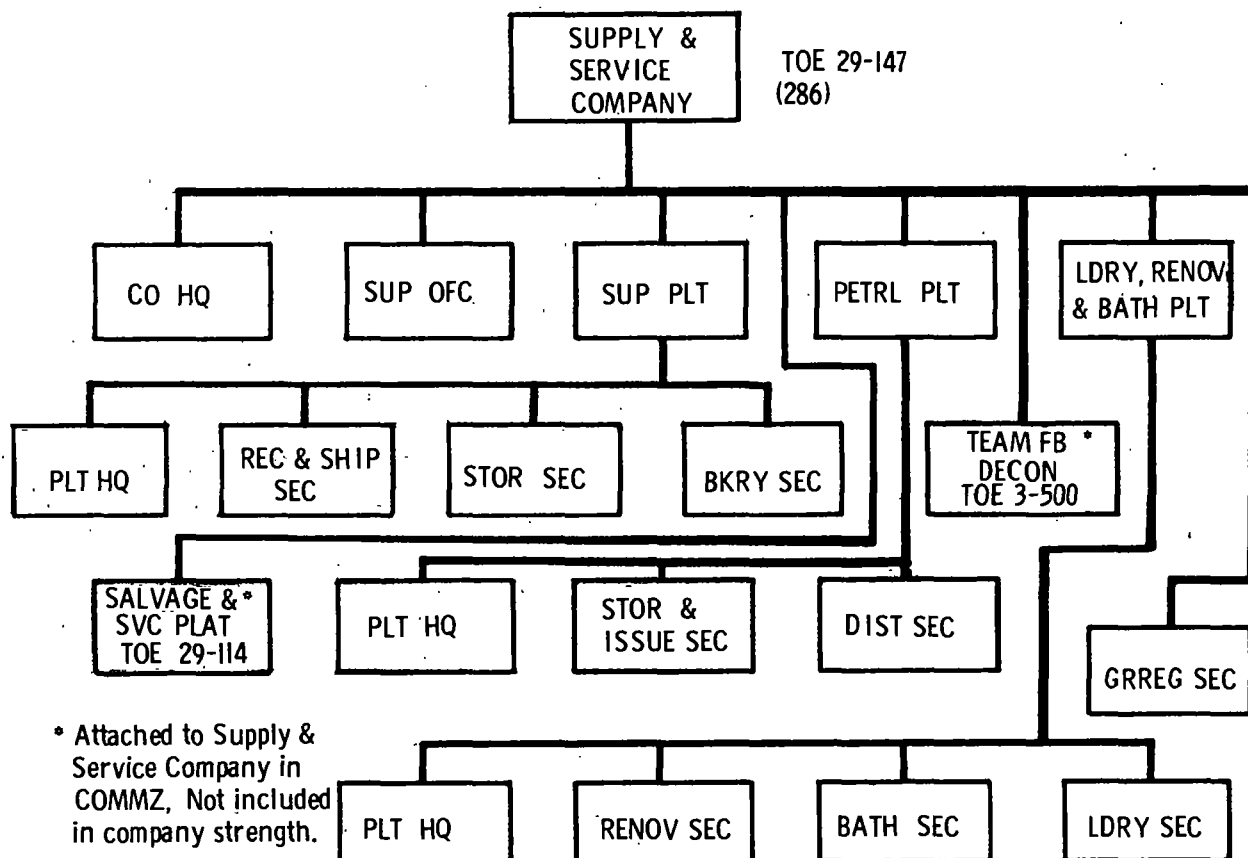


Figure 27-17. Supply and service command.

supplies and air drop equipment; providing bulk storage of POL (in collapsible 10,000-gallon tanks) of upwards of 140,000 gallons and local delivery of 14,400 gallons in eight 1,200-gallon tankers and 67,500 gallons in nine 5,000-gallon tankers; providing graves registration services (collection, evacuation and identification); providing field laundry services operating on a two-shift per day basis, maintaining prescribed

stocks of clothing for issue on an emergency basis to replace contaminated clothing, and providing emergency clothing impregnation service; providing bath and clothing exchange service; providing fresh bread based on a ration of .5 pounds per man per day, operating on a 24-hour basis; and maintaining prescribed reserves of supplies for which the unit is responsible. For initial planning purposes, one

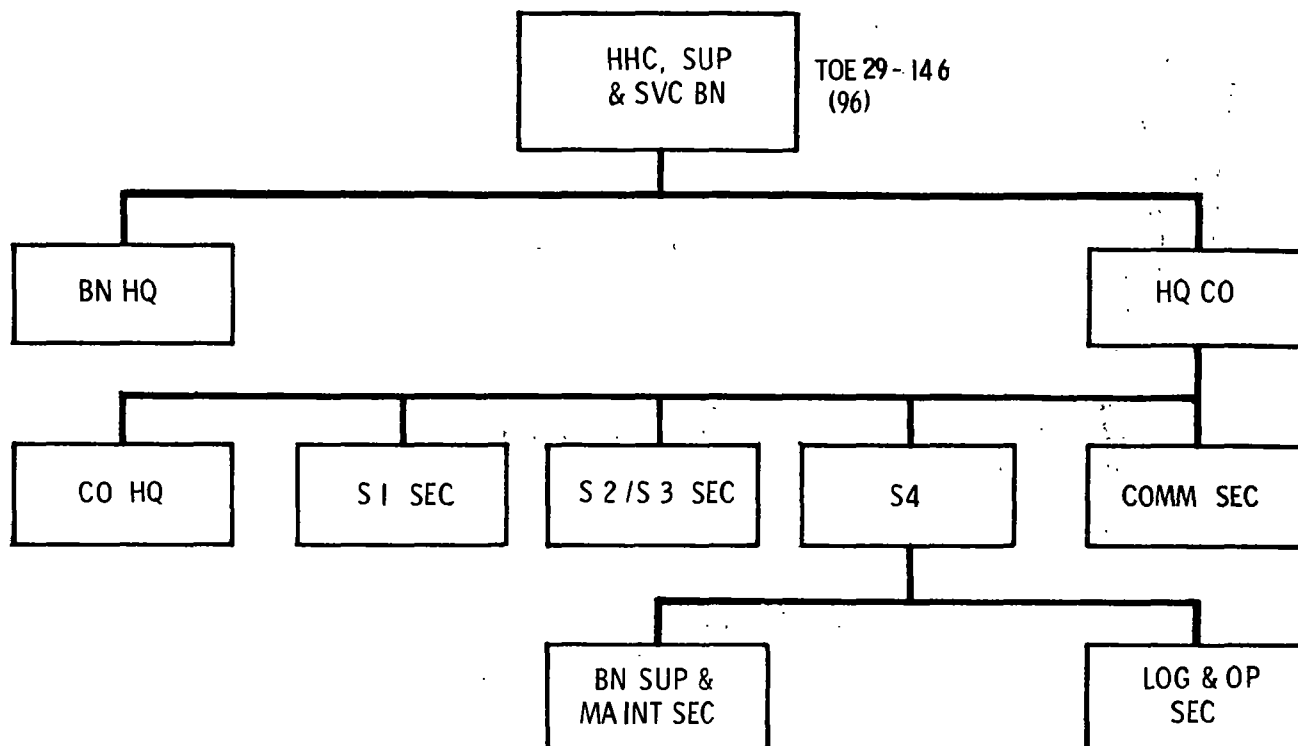


Figure 27-18. Headquarters and headquarters company, supply and service battalion.

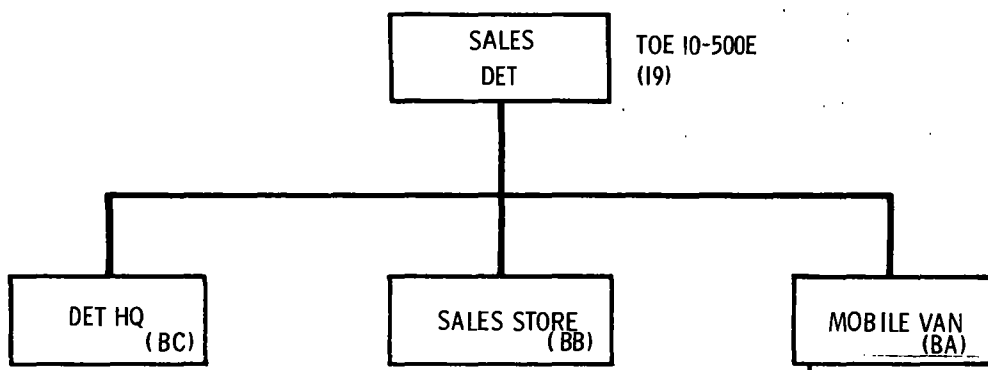


Figure 27-19. Sales detachment.

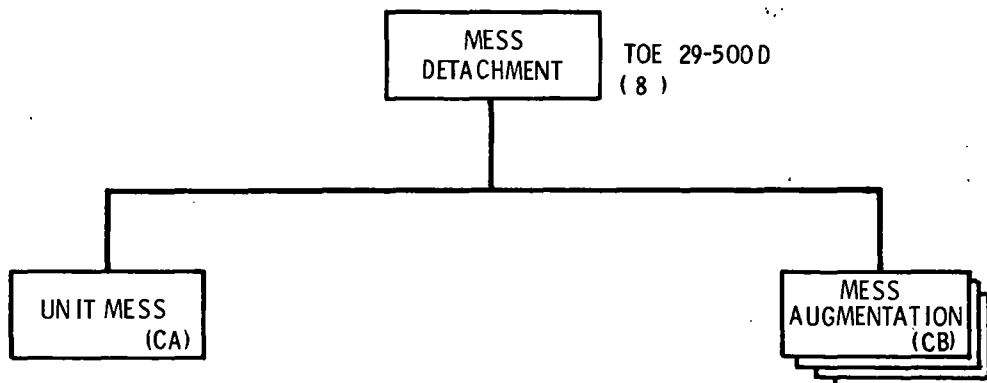


Figure 27-20. Mess detachment.

company is allocated for each 15,000 troops supported. However, final allocation will be based upon actual requirements in the field based on the capabilities indicated above.

c. Decontamination Team FB, TOE 3-500, consists of forty-one personnel and provides decontamination of critical areas and materiel for from 10,000 to 25,000 troops. It is attached to the Supply and Service Company in the Area Support Group.

d. A Salvage and Service Platoon, paragraphs 11, 12 and 13 of TOE 29-114, Field Services General Support Company, Forward, is attached to the Supply and Service Company to provide DS salvage services.

e. Sales Detachment, Teams BA, BB and BC TOE 10-500E, operates both mobile and static sales stores for clothing and nonprofit post exchange items. Fixed sales stores are established in each troop population center and mobile sales units serve isolated units on a weekly basis. A combination of two Teams BA, and one each BB and BC is attached to the HHC, Supply and Service Battalion, TOE 29-146.

f. Mess Detachment, Teams CA and CB, TOE 29-500D, operates messes for transient military personnel along the MSR on a 24-hour basis. A mess detachment consists of one basic CA Team and four CB Teams. Mess detachments are normally attached to HHC, Supply and Service Battalion or the Supply and Service Company as required.

Section VII. INSTALLATION SUPPORT

27-19. General

a. *Mission and Functions.* In providing installation support to units serviced by the Area Support Group, the Installation Support Organization provides the following services:

- (1) Operation and maintenance of utilities.
- (2) Repair and minor alterations of buildings, grounds, and utilities within the Area Support Group area.
- (3) Fire protection service.
- (4) Sewage and trash disposal.
- (5) Installation water supply.
- (6) Real estate services.

b. *Organization.* See figures 27-21, Director of Installations, and 27-22, Engineer Installation Support Organization.

c. *Command Relationships.*

- (1) With other Area Support Group Directorates, staff elements, and higher headquarters: Normal staff relationships.
- (2) With subordinate units: Operational control and technical supervision.

27-20. Concept of Operations

The Area Support Group will perform installation support functions through a Director of Installations, who will be delegated responsibility and operational authority to plan and execute assigned tasks.

a. The Directorate of Installations operates in a manner similar to that of a post engineer, utilizing varying numbers of engineer service teams to maintain, repair, and make minor alterations to buildings, grounds, and utilities within the area of the Area Support Group and to provide real estate services.

- (1) The Administrative Services Division provides office services to the directorate and also processes work order requests which exceed the capabilities or authorization of the utilities teams.
- (2) The Engineering and Plans Division is the engineering and master planning office for the directorate. Many work order requests will pass through this office for design work prior to return to the field. Construction plans to meet known or anticipated area support requirements will also be prepared here for transmission to TASCOT and the Engineer Command. Plans for alterations to existing structures will also be prepared for execution by utilities teams.
- (3) The Operations Division prepares orders, directives and policy for installations support in all phases including repair and maintenance of streets, railroads, local army airlanding facilities, buildings and utilities, operation of water supply, sewage disposal and electric power distribu-

tion, and fire prevention and protection. This division will provide staff supervision of all of these activities.

b. In performing his mission, the Director of Installations will dispose his personnel so as to insure the most efficient and responsive use of their capabilities.

(1) Facilities dispersed over a large area will normally require that engineer utilities and water supply teams be broken down and attached to units occupying the facilities. Firefighting platoons will normally occupy central locations or locations nearest installations constituting the greatest hazards.

(2) Where facilities are concentrated, utilities units will operate from a centralized location receiving administrative support from the parent headquarters company, Area Support Group.

c. In addition to directing the operations of installation support units, the director of installations is responsible to the Area Support Group Commander for engineer staff advice and assistance. The director will plan and prepare construction requirements for the group, coordinate with construction units assigned to accomplish those requirements, and accept the finished product for the Area Group Commander.

d. Installations Support Organization. The numbers and types of engineer teams required for installations support in an area support group will vary according to the size of the area, the type facilities, and nature of the missions of the units supported. In a well developed area, in which a proportionate share of all TASCOT missions are performed, it is estimated that approximately 300 engineer officers and men will be required to provide the required installations support.

(1) Utilities teams, reinforced by local labor will establish their headquarters in or near the largest concentrations of facilities. From these points preventive maintenance teams will be used to establish a routine of inspection and repair of all facilities within their assigned areas.

(2) Where isolated facilities are supported, or in activities such as hospitals where maintenance of facilities and continuous operation of utilities is critical to mission accomplishment, utilities elements will be stationed full-time in the facility.

(3) In addition to routine maintenance, repair, and operation of utilities and real property, the utilities team will respond to approved job order requests for minor alterations and new construction in operating facilities. Typical tasks are installation of office partitions, electrical outlets, changes to interior plumbing, and installation of doors and windows in existing structures. With respect to the installation roads, hardstands, heliports, rail sidings, and other exterior facilities, repair and maintenance will occupy the bulk of team capabilities. However, turnouts, short access and exits, new parking areas, and the like may be accomplished.

(4) The operation of sewage disposal plants, incinerators, and sanitary fills for trash disposal will be accomplished to the extent possible by nonmilitary labor under the supervision of utilities personnel. The function of custodial services will likewise be performed by nonmilitary personnel, but will normally be limited to major headquarters and especially designated facilities. The custodial maintenance of buildings and grounds, and the collection and hauling of unit trash will be a part of the normal police responsibility of using units.

(5) Utilities teams will each maintain their own operating stocks of engineer class IV materials on hand. This is necessary to insure smooth accomplishment of the facilities maintenance mission. Stockage levels for operational stocks will be determined by the Area Support Group Commander based upon the type and extent of the facilities within his area of responsibility.

(6) Water purification and the operation

of central water plants will depend upon the existence of suitable water sources, an accessible stream or reservoir in the case of field type water point location, or rehabilitated municipal systems. The teams provided can operate in either mode and will normally attempt to provide potable water points as close to using units as practicable.

- (7) In the ASCOM area of operation, the real estate team will acquire the records on property and maintain a file of actions pertaining to it. In the case of new property, requisitions would probably be processed through civil affairs channels to the host nation. If a current system is followed, the host nation would obtain the desired property from its owner(s) and turn it over to the U. S. Army.
- (8) In effecting this turnover, the real estate team would survey, inventory, and note the condition of all elements of the property. It would then establish a file of record for inventory and claims purposes for the Area Support Group with a copy to ASCOM.
- (9) Firefighting support is provided on the basis of size and type structural facilities and open storage areas to be protected. Where requirements exceed the capability of attached firefighting teams it is assumed that a significant indigenous capability will be available for incorporation in an area fire protection service.
- (10) In addition to fighting fires, the firefighting teams will perform fire prevention inspections of facilities to detect fire hazards which can be eliminated, reporting their findings to both unit commanders and director of installations of the Area Support Group.
- (11) In area damage control operations, the firefighting platoons, augmented by organized firefighting teams from units occupying the facilities, will be the major means for limiting primary and preventing secondary damage from fire. Other than firefighting, the

installations support organization has a very limited capability in area damage control. For all practical purposes, rehabilitation and emergency reconstruction of facilities must be provided by the Engineer Command.

- (12) Command control of utilities, water supply, firefighting, and real estate units are assigned to the Area Support Group as needed and may be further attached to supported units for rations, quarters, and administration. The director of installations exercises operational control of all installations support organizations and units within the limits of authority granted him by the Area Support Group Commander.

e. Construction support to ASCOM is as follows:

- (1) The Engineer Command will provide both general and direct construction support to ASCOM in accordance with TASCOM directives and policies. Construction forces operating in the area of responsibility of an Area Support Group will receive installations support in the same manner as will other operating units, taking over only those activities in self-support mutually agreeable to the Area Commander and the Engineer Commander.
- (a) Construction units will perform the major repair and rehabilitation tasks required, and will perform routine maintenance on roads, railroads, and airfields. All new construction and major alterations, exceeding in scope that previously described, will also be accomplished by construction units in accordance with force construction plans.
- (b) As construction is accomplished the installations support workload may either increase or decrease. Thus, the entire construction program must be considered from the standpoint of installations support to determine its net impact in terms of either reinforcement of installations

support teams or a reduction in strength.

- (2) Installations support involves frequent requirements in an active theater for construction or rehabilitation of facilities which exceed the capabilities of the engineer utilities organizations. These are over and above those construction tasks contained in the Theater construction program and may arise for a variety of reasons. The more common are—

- (a) Enemy action may inflict severe damage or total destruction upon facilities for which a continued requirement exists. Repair or replacement of these will normally be a task for the Engineer Command and will be accomplished when assigned a priority by TASCOT. Where the job is so small as to have no significant impact on the construction program it may be accomplished as a part of general support by the construction element responsible for the area.
- (b) Operational requirements by elements of the mission commands may require enlargement, major modification, or remodeling existing facilities. These requirements will frequently appear as work order requests in the installations support directorate where, assuming a substantiated requirement, the director of installations will prepare a construction request. Such projects may be accomplished by arrangement with the construction unit in general support; however, the magnitude of the task may require submission of a construction project request through command channels. Such requests must go through TASCOT Headquarters to obtain approval and a priority for Engineer Command action.
- (3) Since the addition or deletion of facilities will require adjustments in the programming of engineer material it is imperative that the director of installations be aware of such

actions at the outset. Thus, he will normally serve as a channel for construction requests, regardless of the command relationship of the requestor. Further, consultation with the Director of Installations, or his counterpart on the general staff, will frequently result in either expediting the required construction or the provision of an acceptable substitute facility.

27-21. Organizations and Capabilities

a. Team HD, TOE 5-530D, Engineer Utilities, provides personnel and equipment for maintenance and repair of buildings, grounds, and utilities at installations of from 2,500 to 4,000 individuals. Utilities service includes maintenance of installed refrigeration, air conditioning, and electrical appliances. This unit is capable of providing supervision of varying numbers of civilian laborers engaged in repairs and utilities tasks; numbers will vary with the task, and skill of the labor force.

b. Team GC, TOE 5-520D, Water Purification, provides the personnel and equipment to operate a water point producing 3,000 gallons of potable water per hour or 60,000 gallons per 20-hour day. The unit can store 9,000 gallons of water in organic equipment which is normally adequate to meet requirements.

c. Team GD (Municipal), TOE 5-520D, Water Purification, provides personnel and equipment to operate up to four water points producing 12,000 gallons of potable water per hour. Storage capability totals 36,000 gallons. With labor augmentation this unit can operate a municipal water plant of a size normally associated with a city of 200,000 people.

d. Team AB, TOE 5-500D Engineer Platoon Headquarters, provides personnel to command and administer two or more engineer teams totalling not more than 60 individuals. This team will coordinate the operations of water purification teams (GC) attached to the Area Support Group.

e. Team HH, TOE 5-530D, Real Estate, provides personnel and equipment for surveying, inventorying, and recording real estate acquisitions and transactions. It can also serve in a special staff capacity in real estate mat-

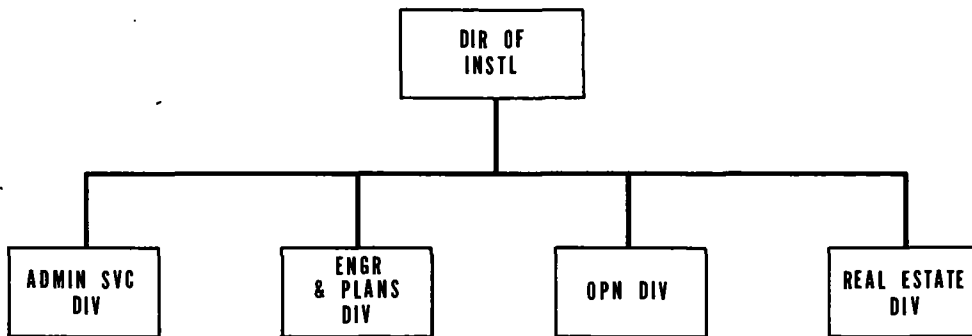


Figure 27-21. Director of installations, area support group.

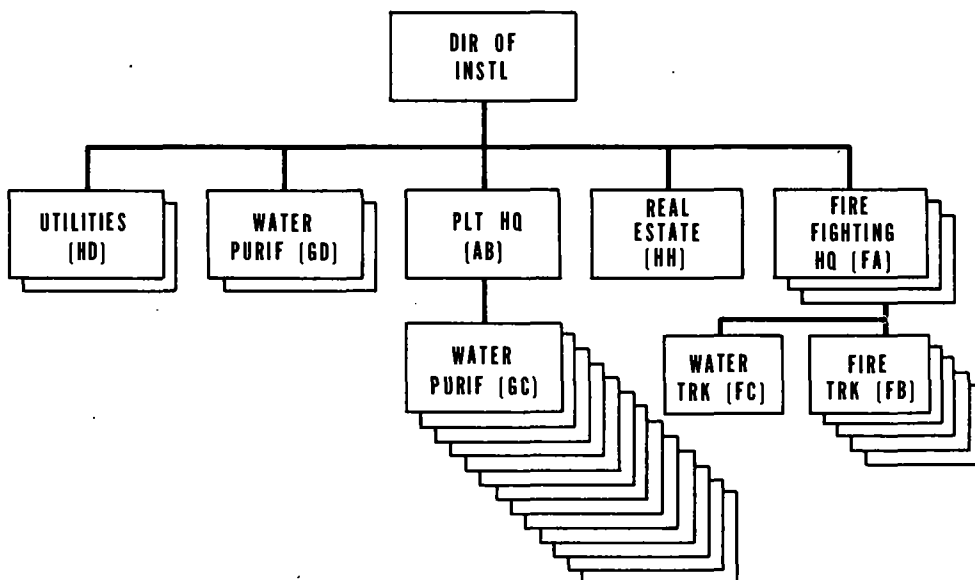


Figure 27-22. Engineer installation support organization, area support group.

ters with the team commander performing duties as command real estate officer.

f. Team FA, TOE 5-510D, Firefighting Headquarters, provides personnel and equipment to plan and supervise area fire prevention and firefighting program, and to control two to six firefighting teams.

g. Team FB, TOE 5-510D, Fire Truck, provides fire protection and implements fire

prevention programs for areas housing 5,000 to 10,000 personnel, or warehouses and open storage amounting to 100,000 square feet. This capability is based on a radius of operations permitting centralized location of the team and rapid access to any point in the team's area of responsibility. When these conditions are not met additional units may be necessary to achieve the foregoing levels of protection.

Section VIII. MILITARY POLICE SUPPORT

27-22. General

a. *Mission and Functions.* In accomplishing its mission of being the prime policy agency for the maintenance of discipline, law, and order, the Military Police Support organiza-

tion conducts the following operations in each Area Support Group: Military police stations consisting of a military police desk, a radio net control station, and a temporary detention facility; patrols and posts; criminal investiga-

tion; traffic control; circulation control of individuals; and assistance of rear area security and area damage control activities.

b. Organization. (fig. 27-23).

c. Command Relationships.

- (1) With other Area Support Group Directorate staff elements and higher headquarters: Normal staff relationships.
- (2) With subordinate units: Operational control and technical supervision.

27-23. Concept of Operations

The military police units assigned to the Area Support Group operate as the primary police agency for the maintenance of discipline, law and order within the group's area of responsibility. Additional support for throughput traffic control, physical security, rear area security, movement security and other activities that require military police support beyond the organic capability of this battalion is provided for from the area oriented military police battalions of the military police brigade.

a. General. The composite Military Police Battalion, Team AD, TOE 19-500H (fig. 27-24), and its attached units provide a post, camp, and station type military police service within the Area Support Group. It is primarily concerned with the land area and troop units in and around the support complexes that are established along the main supply route. The headquarters detachment provides a command, control, and operational base for all military police operations of concern to the Area Support Group commander. It provides the communications, maintenance, and administrative support for the RAOC, when required (chap 5). At times, the nature of police, rear area security, and area damage control operations requires substantial increases in various types of forces for the period of the crisis or emergency; to this end, this battalion headquarters detachment will provide a stable base to which these various forces can look for command, guidance, and support while they are operating in a particular Area Support Group.

b. Military Police Operations. The following day-to-day military police operations are conducted in each Area Support Group:

- (1) *Military police stations.* At each major support complex within an Area Support Group, a military police station is operated. The station consists primarily of a military police desk, a radio net control station, and a temporary detention facility. Each station will have an ADP input/output device so that it can operate in the Area Support Command ADP system. A discipline, law, and order ADP application is being developed as part of the ADSAF study.
- (2) *Patrols and posts.* Roving patrols and fixed posts are established throughout the area of responsibility.
- (3) *Criminal investigation.* Criminal investigations that originate in and around these complexes are normally investigated by the small organic criminal investigation detachment. Any of these investigations that have interarea support group implications are normally turned over to the criminal investigation elements of the military police battalion's or the military police brigade's criminal investigation detachment. Such cases as black-marketing, narcotics traffic, and postal violations, to mention a few, are some of those that normally transcend internal boundaries.

c. Rear Area Security and Area Damage Control Operations. The military police and indigenous military police elements attached to this battalion are the primary forces available to the rear area protection operations. They will be a most important source of intelligence information regarding the activities of the indigenous population and they provide most of the initial offensive effort against guerrilla attacks.

d. Indigenous Paramilitary and Military Police Operations. This battalion uses indigenous paramilitary and military police units to perform low priority missions in the areas of physical security, the control of the indigenous population, and rear area security and area damage control. If units that are already organized and trained are not available from military police brigade resources, the battalion

provides the training personnel from its own resources:

e. Functions. The military police units assigned to the Area Support Group are capable of performing the following functions:

- (1) Traffic control.
- (2) Maintenance of discipline, law, and order.
- (3) Crime prevention and investigation.
- (4) Confinement of U.S. military prisoners (temporary detention).
- (5) Circulation control of individuals.
- (6) Assistance in rear area security and area damage control activities.
- (7) Selecting, training, organizing, and employing of indigenous paramilitary and military police personnel.

27-24. Organizations and Capabilities

A composite military police battalion consisting of a headquarters and headquarters detachment, a small criminal investigation detachment, and at least one military police

company is assigned to the Area Support Group. Additional military police and indigenous paramilitary police units will be attached as required.

a. Headquarters and Headquarters Detachment, Military Police Battalion, Team AD, TOE 19-500H (fig. 27-24), provides command, control, staff planning, administration, and logistical support for assigned or attached units. It is capable of providing command, control, staff planning, administration, and logistical support for assigned or attached units; supervision of battalion level supply, organizational maintenance, and communications activities; supervision and assistance of subordinate units in training and administration; maintaining liaison with appropriate headquarters and agencies; selecting, training, organizing, equipping, and employing indigenous paramilitary and military police forces. The Headquarters and Headquarters Detachment, Military Police Battalion, is assigned on the basis of one per Area Support Group.

b. Military Police Criminal Investigation

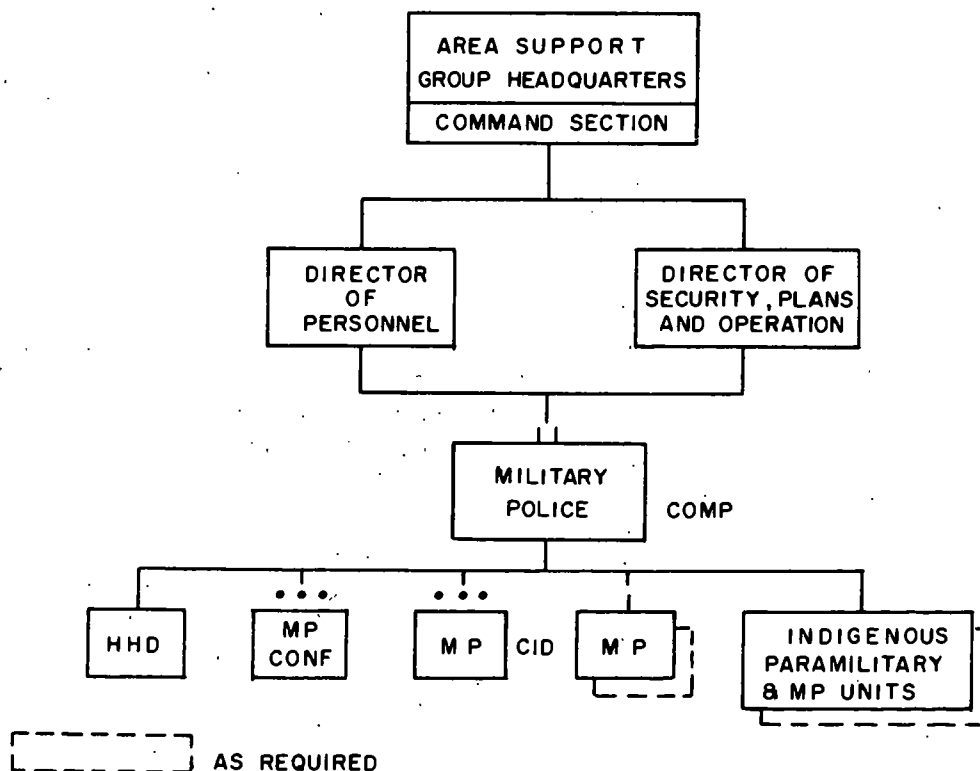


Figure 27-23. Military police support organization.

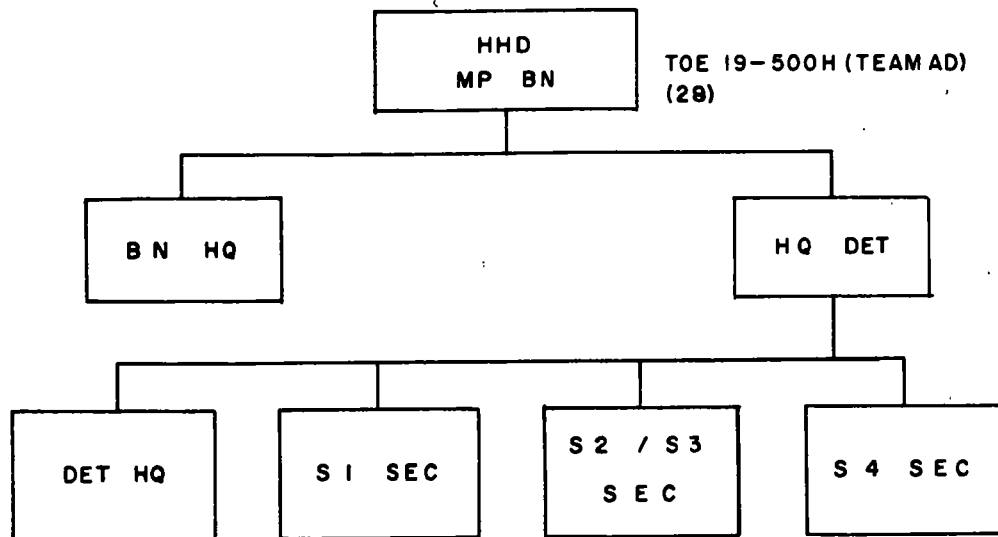


Figure 27-24. HHD, military police battalion.

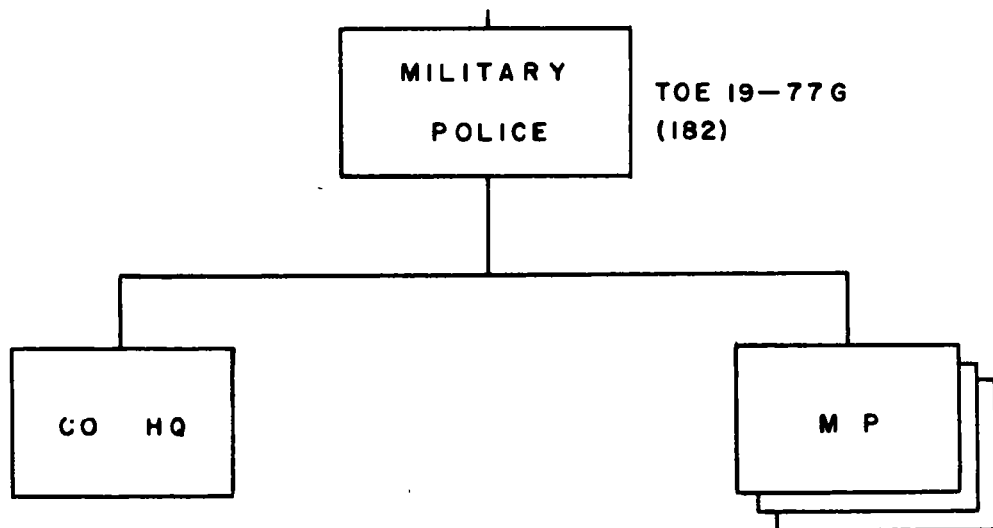


Figure 27-25. Military police company.

Detachment, Team LA, TOE 19-500E, consisting of four personnel, provides services required for the prevention and investigation of crime among military personnel and other persons subject to the Uniform Code of Military Justice. The normal basis of allocation is one per 8,000 personnel subject to the Uniform Code of Military Justice or to military units and commands, as required.

c. Military Police Company, TOE 19-77G

(fig. 27-25), provides for the control of traffic; maintenance of discipline, law, and order; crime prevention; criminal investigation; physical security; movement security; circulation control of individuals; assistance in rear area security and area damage control; and the selecting, training, organizing, equipping, and employing of paramilitary and military police forces. This unit is assigned on the basis of one or more per Area Support Group.

Section IX. OTHER SUPPORT SERVICES

27-25. Cryptologistics

a. General.

(1) *Mission and functions.* The mission of cryptologistics is to provide COMSEC (crypto) support to the nondivisional troops with the Area Support Group by providing the following services: issue and supply of COMSEC equipment and aids; and the direct support and general support COMSEC maintenance to all units except only general support to units of the Theater Operations Signal Command. Units of the Theater Operations Signal Command will have their own organic direct support COMSEC maintenance capability.

(2) *Organization.* A COMMZ cryptologistics support platoon is located in the HHC, Area Support Group. A small COMMZ cryptologistics element will be located at the Area Support Command headquarters to exercise management over the cryptologistics support platoon.

b. *Concept of Operations.* The functions of cryptologistics (COMSEC logistics) are solely in the fields of supply and maintenance with the unique aspect being the degree of physical security required for installations used and in handling the COMSEC devices, repair parts, and paper aids. Because of the security requirement, the cryptologistics facilities and supplies are located within the Area Support Group Headquarters complex, and close coordination must be maintained between the Director of Security, Plans, and Operations and other staff sections concerned.

(1) The COMMZ Cryptologistics Support Platoon provides the following services:

(a) Issue, supply and accounting of COMSEC equipment and aids.

(b) Organizational, DS, and GS COMSEC maintenance to all units except the Theater Operations Signal Command which will require only GS COMSEC maintenance support.

(2) All signal units will have organic

COMSEC maintenance personnel to provide organizational and direct support maintenance services.

c. *Organizations and Capabilities.* The COMMZ Cryptologistics Support platoon allocated on the basis of one per Area Support Command Group, is capable of issuing, supplying, and accounting for COMSEC equipment and aids, and of providing organizational, DS, and GS maintenance to all nondivisional units in the Area Support Group slice of the COMMZ except the Theater Operations Signal Command.

27-26. Communications Support

a. General.

(1) *Mission and functions.* The Communications Support organization provides internal signal communications facilities and photographic service for the Area Support Group Headquarters. Functions performed include—installation and operation of manual telephone central office and local telephone systems; provision of secure radio teletypewriter, cryptographic facilities, and a message center; operation of ground messenger services; still and motion picture coverage (except aerial); and processing of ground and aerial combat surveillance still photographic coverage.

(2) *Organization.* (fig. 27-26).

(3) *Command relationships.* Command and operational control over supporting signal units are exercised by the Theater Army Signal Group. Supporting signal operations companies are attached to the unit or headquarters being supported.

b. *Concept of Operations.* The signal operations companies provide complete internal communications for the Headquarters, Area Support Command and Headquarters, Area Support Group. They are also capable of performing organizational maintenance of organic signal communication and photographic equipment to include maintenance normally per-

formed by direct support maintenance activities. However, these units are dependent upon other Signal units for trunking facilities (long lines) and upon TOE 11-500 teams for additional Signal communications capabilities, when required.

c. Organizations and Capabilities. The Signal Medium Headquarters Operations Company, TOE 11-127 and the Signal Medium Headquarters Operations Company, TOE 11-147. With the assigned mission of providing internal signal communications facilities and photographic service for the size headquarters supported, these companies are capable of providing the following services: install, operate, and maintain terminal type communications facilities for a support headquarters to include manual telephone central office and local telephone systems, message center, cryptographic and teletypewriter facilities, and secure radio teletypewriter; establish and operate a ground messenger service; facsimile; perform photographic service to include still and motion picture coverage (except aerial photograph) and operation of a mobile photographic laboratory for processing ground and aerial still photographic coverage (except aerial combat surveillance) as required; provide mess facilities and organizational maintenance on organic arms, vehicles and power equipment; perform organizational maintenance on organic signal communication and photographic equipment to include maintenance normally performed by direct support maintenance activities.

27-27. Medical Service

a. General. The Area Support Groups have no medical units assigned or attached and must receive medical support from medical facilities of the Medical Command on an area basis. Area medical service is provided on an area basis to units which have no organic medical service personnel and this concept of medical service involves the delineation of support responsibility by geographical area. It includes the provision of unit medical service to organizations which have no organic medical service personnel, and the provision of required higher levels of medical support. Organization of medical support means, under the area service concept, is normally employed in support-

ing all the forces of the communications zone. Medical units required for this service are allocated based upon troop strength and are established when troop concentration dictates.

b. Dispensary Service. Troop areas remotely located from hospitals and not having sufficient population to warrant a station hospital will be furnished dispensary support for unit level medical service.

c. Evacuation. Medical ambulance units will be provided for the purpose of evacuating COMMZ troops from sites of wounding and from dispensaries to hospital facilities where definitive treatment is available.

d. Hospitalization. The Medical Command provides hospitalization for all patients originating in the communications zone and those received from the combat zone. The number and types of hospitals depend upon the location of the communications zone in relation to the zone of interior, the extent of the zone, troop strength of the Theater, the nature of military operations, the character of hostile resistance, and the theater evacuation policy. Hospitals in the communications zone are classified and organized on the basis of bed capacity, type and extent of medical care performed, and the primary mission for which they are responsible.

- (1) *General hospitals.* General hospitals are fixed installations designed to provide hospitalization of a definitive nature for all types of patients in a theater of operations. General hospitals received patients from field army hospitals in the combat zone, station and field hospitals in the communications zone, and COMMZ troop units by direct admission. Normally, the majority of their patients come from the combat zone.
- (2) *Station hospitals.* Station hospitals are fixed hospitals which normally serve a limited area to which assigned and routinely do not receive patients from the combat zone. They are established at locations in the communications zone where there is a sufficient concentration of military personnel to require local hospitalization. The station hospital will generally be the

type of hospitalization facility found supporting the personnel located within an Area Support Group.

- (3) *Field hospitals.* Field hospitals are organized and designed to provide hospitalization facilities to areas of temporary troop concentrations and to establish and operate medical holding installations. This hospital, when set up to receive patients may be utilized by personnel of an Area Support Group in the absence of other hospitalization facilities.

e. Coordination for Medical Support. To insure adequate medical support to the Area Support Groups, coordination between the Area Support Command and the Medical Command is mandatory. An exchange of information through effective liaison provides the Medical Command commander with the extent and location of troop concentrations and provides the Area Support Command commander with the type and amount of medical service support provided. The senior surgeon located within the geographical boundaries of an Area Support Group will normally be responsible for medical liaison with the Area Support Group commander. Standard operating procedures will be developed by the Medical Command and Area Support Command governing the relationship between each Area Support Group commander and the senior surgeon responsible for furnishing medical support within his area.

f. Rear Area Security and Area Damage Control. The senior surgeon located within the boundaries of an Area Support Group will normally be responsible for designating a medical liaison representative to develop medical RAS/ADC plans to furnish the medical support for the Area Support Group Commander's RAS/ADC plan. Once developed, these plans will also be coordinated with the Medical Command to insure adequate medical service for the COMMZ and combat zone.

27-28. Military Intelligence Support

a. General.

- (1) *Mission and functions.* The military intelligence group assigned to ASCOM provides specialized assistance to the directorate staff elements of the

area support group headquarters and to the TASCUM units supported through its military intelligence detachments. The specialized assistance rendered is in the fields of counterintelligence, personnel security, safeguarding of military information, security surveys, aggressive counterespionage, countersabotage, and countersubversion within the U.S. Army organizations, and establishes methods of detecting and neutralizing enemy-sponsored subversion against the civil populace in the area. The MI Group will also provide intelligence of enemy guerrilla and paramilitary operations in the ASCOM zone and will have a limited capability for prisoner of war interrogation and translator-interpreter support.

- (2) *Organization.* (See chap 24.)

- (3) *Command relationships.* The Military Intelligence Group Security, ASCOM, under the control of the ASCOM headquarters will exercise technical supervision of the detachments in the field—operational control will be exercised by the Area Support Group Commander, through the Director of Security, Plans, and Operations.

b. Concept of Operations. A Military Intelligence Detachment will be attached to each Area Support Group and will operate under the Director of Security, Plan, and Operation (fig. 27-27), with technical assistance and supervision being received from the Group Headquarters co-located with Headquarters, ASCOM. Certain Military Intelligence operations concerning the entire COMMZ; e.g., movement control of suspected enemy agents, will be freely coordinated among all headquarters to insure expeditious and timely coverage. Maximum cooperation/coordination with the Military Police units will be maintained through direct liaison.

- c. Organization and Capabilities.* (See chap 24.)

27-29. Explosive Ordnance Disposal Support

a. General.

- (1) *Mission and functions.* The Explosive

Ordnance Disposal Support Organization performs final reconnaissance, identification, "rendering safe," recovery, field evaluation of U.S. and foreign unexploded ordnance, disposal of unexploded ordnance rendered hazardous by damage or deterioration, and the rendering of technical assistance. The Detachment also provides the following services: standby support munitions logistical activities (e.g., shipment of nuclear weapons, chemical, and biological munitions); assistance to ammunition storage units in the disposal of unserviceable munitions when the workload is beyond the capability of logistical units and does not interfere with the basic EOD mission; development of "rendering safe" procedures and special tools for dealing with new foreign explosive ordnance, within its capabilities rendering assistance to technical intelligence units in developing data on foreign munitions; and the provision of instruction and assistance to ammunition storage units in the preparation and conduct of emergency destruction plans.

- (2) *Organization.* Explosive Ordnance Disposal support for the Area Support Group is the responsibility of the EOD Detachment KA, TOE 9-500, an attached unit.
- (3) *Command relationships.* The Director of Security, Plans, and Operations, through the staff element directing the RAS/ADC operation of the Area

Support Group, exercises general staff supervision of the EOD detachment. Normal staff relationships are conducted with other headquarters and units.

b. Concept of Operations. Requirements for EOD services will be received from the RAS/ADC staff element of the Director of Security, Plans, and Operations, Headquarters, Area Support Group. The EOD units will receive specific incident mission and will continuously inform the Director of Security, Plans, and Operations, RAS/ADC element, of its up to date capabilities; and, upon completion of assigned incident, reports will be forwarded. The EOD detachment will perform field evaluation (technical intelligence) of unexploded ordnance, including determination of "render safe" procedures for new items. In support of this activity, units may required assistance from technical intelligence units or from EOD units assigned to other headquarters possessing specialized skills or equipment. Large items of equipment required for EOD operations (e.g., earth evacuating machines) will be provided by engineer or other units as required. Whenever practicable, the EOD Detachment will be collocated with ammunition units for ready access to demolition materiel and to permit joint utilization of demolition areas. See paragraphs 23-17 through 23-22 for a more complete description.

c. Organization and Capabilities. Explosive Ordnance Disposal (EOD) Detachment KA, TOE 9-500, consisting of ten personnel, is capable of providing services stated above. It is assigned on the basis of one per Area Support Group.

By Order of the Secretary of the Army:

HAROLD K. JOHNSON,
General, United States Army,
Chief of Staff.

Official:

KENNETH G. WICKHAM,
Major General, United States Army,
The Adjutant General.

Distribution:

Active Army:

DCSPER (5)
ACSI (2)
DCSLOG (5)
DCSOPS (5)
ACSFOR (10)
USASA (5)
CORC (2)
CRD (2)
CINFO (1)
TIG (1)
TJAG (2)
TPMG (5)
TSG (5)
OPO (1)
CofEngrs (2)
CofCh (2)
USCONARC (20)
USAMC (25)
USAMICOM (10)
USAWECOM (10)
USAMUCOM (10)
USAECOM (10)
USACDC (25)
USACDC Agcy (10) except
USACDCJAA (20)
ARADCOM (10)
ARADCOM Rgn (5)
LOGCOMD (20)
OS Maj Comd (25)
Armies (OS) (25)
Third USA (50)
Fourth USA (40)
Fifth USA (80)
Sixth USA (50)
Corps (10)
Div (7)
Bde (5)
Regt/Gp (2)
Bn (2)
CC (5)
USALMC (10)
USAINTC (5)
USACDCCAG (20)
USACDCIAS (25)
USACDCCSSG (100)

USACDCEC (20)
USACDCIAS (25)
USASCC (10)
ICAF (10)
USAWC (20)
AFSC (10)
USACSS (2)
USAAGS (15)
USAADS (20)
USAARMS (5)
USAAVNS (30)
USACHS (60)
USAIS (32)
USACAS (50)
USAINTS (100)
USAMPS (15)
USASWS (30)
USASCS (93)
USA Msl & Mun Cen & Sch (40)
USATSCH (45)
USASESCS (5)
USAMS (5)
USAWACS (50)
USAJAGS (10)
USASTC (2)
USMACV (5)
USARVN (50)
USAC (3)
MAAG (2)

Units org under fol TOE:

1-252 (5)	41-201 (10)
5-201 (10)	54-12 (20)
5-111 (10)	54-22 (20)
8-111 (10)	54-302 (25)
8-112 (10)	54-312 (20)
9-22 (10)	54-402 (20)
10-202 (10)	54-422 (10)
10-292 (5)	55-2 (20)
12-111 (10)	55-4 (10)
12-112 (5)	55-12 (5)
19-262 (10)	55-112 (5)
29-102 (5)	55-201 (10)
29-502 (5)	55-202 (5)
29-512 (10)	

NG: None.

USAR: None.

For explanation of abbreviations used, see AR 320-50.

3000017482

